

Report of the National Church Council

The report of the National Office provides details of the program aspects of the work of the National Church. This report outlines the governance functions and actions of the National Church Council.

Members of National Church Council (NCC) for 2011–2013

Officers:

National Bishop: Rev. Susan C. Johnson, term expires at 2015 Convention

Vice-President: Sheila Hamilton, term expires at 2013 Convention

Treasurer: Ken Day, term expires at 2015 Convention

Secretary: Murray Walter, term expires at 2015 Convention

I: Ineligible for re-election

E: Eligible for re-election

<i>Rev. Chris Bishopp</i>	<i>SK Synod</i>	<i>(2015–E)</i>
<i>Jeff Buhse</i>	<i>MNO Synod</i>	<i>(2015–E)</i>
<i>Marie-Laure Collet</i>	<i>Eastern Synod</i>	<i>(2013–E)</i>
<i>Rev. Matthew Diegel</i>	<i>MNO Synod</i>	<i>(2011–2013–E)</i>
<i>Cynthia Haines-Turner</i>	<i>ACC Rep</i>	<i>(2010–2013)</i>
<i>Heidi Hesselink</i>	<i>SK Synod</i>	<i>(2013–I)</i>
<i>Cindy Hoppe</i>	<i>SK Synod</i>	<i>(2011–E)</i>
<i>Allyn Langager</i>	<i>ABT Synod</i>	<i>(2015–E)</i>
<i>Pat Lovell</i>	<i>Eastern Synod</i>	<i>(2015–E)</i>
<i>Rev. Kathy Martin</i>	<i>BC Synod</i>	<i>(2015–E)</i>
<i>Edward (Teddy) Pope</i>	<i>Eastern Synod</i>	<i>(2013–I)</i>
<i>Rev. Doug Reble</i>	<i>Eastern Synod</i>	<i>(2013–I)</i>
<i>Rev. Trish Schmermund</i>	<i>ABT Synod</i>	<i>(2013–I)</i>
<i>Rev. Jeff Smith</i>	<i>Eastern Synod</i>	<i>(2015–E)</i>
<i>Rev. Heather Spencer</i>	<i>Eastern Synod</i>	<i>(2015–E)</i>
<i>Jeanie Stann</i>	<i>BC Synod</i>	<i>(2013–E)</i>
<i>Barb Stolee</i>	<i>ABT Synod</i>	<i>(2013–E)</i>

Advisory Members:

Rev. Cynthia G. Halmarson	Bishop of SK Synod
Rev. Dr. Larry Kochendorfer	Bishop of ABT Synod (Elected 2012)
Rev. Ronald Mayan	Bishop of ABT Synod (Retired 2012)
Rev. Dr. Greg Mohr	Bishop of BC Synod
Rev. Dr. Michael J. Pryse	Bishop of Eastern Synod
Rev. Elaine Sauer	Bishop of MNO Synod

Meetings

National Church Council met: 8–10 September 2011
8–10 March 2012
6–8 September 2012
7–9 March 2013
2 July 2013

Minutes of these meetings are posted on the ELCIC website at www.elcic.ca/National-Church-Council/National-Church-Council-Minutes.cfm.

Committees

National Church Council appointed the following committees as defined in the *NCC Governance Manual*.

Audit: Teddy Pope, Jeff Buhse, Mark Kneale

Constitution: Murray Walter, Chris Bishopp, Matthew Diegel, Marie-Laure Collet, Teddy Pope, Trish Schmermund, Barb Stolee

Faith Order and Doctrine: Rev. Dr. Christian Eberhart, Rev. Dr. John Gram, Bishop Cindy Halmarson, Rev. Dr. Paul Jennings (ACC), Rev. Dr. Robert Kelly, Marge Watters Knebel, John Nilson, Deacon Gretchen Peterson, Rev. Trish Schmermund

Finance: Ken Day, Heidi Hesselink, Cindy Hoppe, Kathy Martin, Jeff Smith, Jeanie Stann

Governance: Sheila Hamilton, Cynthia Haines-Turner, Allyn Langager, Pat Lovell, Heather Spencer

ELCIC Women of Faith Fund: Marie-Laure Collet

Appointments

National Church Council made the following appointments and issued the following calls:

CC-2011-75 That NCC appoint the following people: Rev. Kathy Martin, Wayne Street, Rev. Chris Bishopp, Alan Francis, Linda Grainger, National Bishop Susan Johnson, Murray Walter, Marge Watters Knebel, Sheila Hamilton to the Structural Renewal National Implementation Team for a term of 2011-2013. **CARRIED.**

CC-2011-88 That NCC appoint NCC member Pat Lovell to the Governing Board of the Canadian Council of Churches. **CARRIED.**

CC-2012-01 That NCC record the minutes of September 26, 2011 **e-vote #1**-To appoint Larry Ring to the Structural Renewal National Implementation Team to replace Alan Francis. **CARRIED.**

CC-2012-02 That NCC record the minutes of October 19, 2011 **e-vote #2**-To issue a Call to Special Service to Rev. Kevin Powell to serve St. Paul International Lutheran Church Tokyo, Japan for a two year term from November 1, 2011 to October 31, 2013. **CARRIED.**

CC-2012-04 That NCC record the minutes of February 1, 2012 **e-vote #4** To appoint Mark Kneale to the audit committee for a two-year term from September 2011 to August 2013. **CARRIED.**

CC-2012-13 That NCC appoint the following persons, as nominated by synod bishops, to the CECF Advisory Board for terms to expire September 30, 2013:

Eastern Synod: Mark Harris
Synod of Alberta & Territories: Larry Kochendorfer
Manitoba/Northwestern Ontario Synod: Larry Ulrich
Saskatchewan Synod: Linda Hall
British Columbia Synod: Eric Krushel **CARRIED.**

CC-2012-23 That NCC appoint The Rev. Dr. Matthew Anderson to the Anglican—Roman Catholic Dialogue. **CARRIED.**

CC-2012-32 That NCC appoint Margaret Olson to the Women of Faith Advisory Committee to replace Lindy Wozniak whose term comes to an end , and approve a second term for Sya Gregovsky and JoAnn Kapeikis. All three terms shall be for 2012–2014. **CARRIED.**

CC-2012-33 That NCC extend a call to special service to Rev. Tyler Gingrich, to serve as Youth Engagement Coordinator for Canadian Lutheran World Relief for a three year term. **CARRIED.**

CC-2012-39 That NCC appoint Bishop Cindy Halmarson, Rev. Dr. Robert Kelly, Dr. Christian Eberhardt, Deacon Gretchen Peterson, Rev. Dr. John Gram, Marge Knebel, and John Nilson to the Faith, Order and Doctrine Committee for a term to end with the 2013 convention. **CARRIED.**

CC-2013-18 That NCC appoint Rebekah Ludolph to the board of CLWR as the ELCIC youth representative for a three-year term beginning September 1, 2013. **CARRIED.**

Motions from the 2011 ELCIC National Convention Referred to National Church Council for Action

NC-2011-04 MS That the ELCIC in convention

- Ask members, congregations, and synods of this church to engage the issue of ethical investing in their private and collective practice;
- Commend to all expressions of this church the work of KAIROS on sustainability and resource extraction. www.kairoscanada.org/en/sustainability/resource-extraction/

- Ask the National Church to identify educational resources on ethical investing for this engagement;
- Ask National Church Council and GSI Administrator to review its investment policies, giving due consideration to how its practices reflect compassionate justice and ethical stewardship. Specifically, we urge that human rights and environmental sustainability be supported and upheld. We ask National Church Council and GSI to report back to the 2013 convention.

Refer to National Office to relate information to congregations. Ask GSI to share information on ethical investing information with NCC. Letter to Hildy Thiessen and Jackie Dojack. (Appendix A) p.H-25

NC-2011-05 MS That the 2011 ELCIC National Convention consider for approval the Proposed *Social Statement on Human Sexuality*.

This will be a statement of this church. (Letter to Partners, Appendix B) p.H-28

NC-2011-17 MS That the ELCIC in convention ask the administrator of GSI to explore possibilities for an alternative pension plan such as Canadian Alternative Investment Co-operative (www.caic.ca) and/or other ethical investing initiatives which seek to make investments which support positive social change and promote alternative economic structures. We ask that the administrator report back to the 2013 convention.

Letter to Hildy Thiessen and Jackie Dojack. (Appendix A) p.H-25

NC-2011-18 MS That this assembly acknowledge and recognize that active pension plan members had traditionally enjoyed a credit of the 2% supplemental contribution to their pension accounts as it was not needed to support an unfunded liability, and that since mid 2003 the supplemental contribution has been used to support their pre-2003 retired colleagues retirement security and

That this assembly encourage the board of ELCIC Group Services Inc (“GSI”) to consider amending the pension plan to increase contributions to active pension plan members’ accounts once the unfunded liability is eliminated, and that GSI report the outcome of this work at 2013 convention.

That ELCIC participating employers be encouraged to seriously examine the effect on the pension accounts of their employees who were active pension plan members during the period when the 2% supplemental contribution was credited to the unfunded liability and

That ELCIC participating employers be encouraged to give consideration to using some or all of the funds freed up by the early elimination of the 4% additional contribution, to compensate their employees in lieu of the 2% supplemental contribution that was not credited to active plan members’ pension accounts since 2003.

NC-2011-19 MS Recognizing the important role that pastors and rostered leaders provide for the proclamation of the “Good News” in Jesus Christ, the historic commitment of Lutherans to higher education, and the need for ongoing reformation and renewal of the people of God;

The ELCIC in convention calls upon the synods, congregations and agencies of this church to:

- Reaffirm and encourage a personal and collective commitment by all members, laity and clergy to ongoing programs of continuing education for leaders in the ELCIC;
- Insuring that an appropriate educational component is included at gatherings, assemblies, meetings and events of this church;
- Request bishops to continue to regularly encourage participation by rostered ministers in the ELCIC Continuing Education Plan (CEP) and participation in continuing education programs;
- Review and enhance the continuing education policies of this church as they pertain to rostered ministers by:
 - Requiring 40 hours annually of formally recognized continuing education (e.g. courses, conferences, workshops etc.) and a total of 240 hours over five years;
 - By increasing the recommended financial support and time available within the benefit packages for rostered leaders;
 - By encouraging congregations or agencies to consider participation in recognized continuing education programs in considering increases in compensation packages;
 - To modify the Annual Report Form to the bishop to include a place for clergy to indicate compliance with this requirement and indicate the nature of the program/course taken; and
 - By noting on mobility forms that clergy or rostered leaders under consideration have or have not complied with this requirement.
- Encourage and support theological schools and universities in the continuing, developing and sustaining continuing education opportunities for laity, clergy and rostered ministers.

That the petition be referred to National Church Council.

Refer the motion to Program Committee for Leadership for Ministry (PCLM) and request a report at March 2012 NCC Meeting. GSI to be included in sharing of information.

CC-2012-09 That NCC refer the matter of mandatory continuing education to the Future of Theological Education Task Force. CARRIED.

NC-2011-20 MS That each seminary of the ELCIC be granted one voting delegate to National Convention. That the petition be referred to National Church Council.

CC-2011-72 That NCC refer to NCC Constitution Committee the matter of voice for seminary representatives at National Convention, for consideration when preparing amendments to the *ELCIC Administrative Bylaws*. CARRIED.

NC-2011-21 That the ELCIC create a taskforce to explore and identify pathways for the renewal of our church as a whole beyond just a focus on structures.

The membership of this taskforce will be made up of people from across the ELCIC with a focus on involving people who are creative and/or have experience in leading renewal in their contexts.

That the petition be referred to National Church Council.

Spiritual Renewal program is being promoted, and the work of Canadian Mission Consultation is ongoing, so no additional Task Force is required at this time.

NC-2011-22 That the amended motion Encouraging Right Relationships with Indigenous Peoples be approved.

An ELCIC Resolution on Encouraging Right Relationships with Indigenous Peoples

That this convention commits this church to promoting right and renewed relationships between non-indigenous and indigenous peoples within Canada.

That the ELCIC affirms that we are all treaty people, and we will find ways to mature in our living together. This is assisted by remembering the rights, responsibilities and dignity that are bestowed by God and lived out with one another. We affirm that recognizing and implementing indigenous rights is essential to being the kind of society Canada strives to be.

That the ELCIC endorses the *UN Declaration on the Rights of Indigenous Peoples* adopted by the UN General Assembly on 13 September 2007; and adopts the declaration as a standard for our own practice.

We commit to implementing the values and principles of the declaration within the work and structures of this church.

That this convention asks the National Bishop to write to the Prime Minister, encouraging the Government of Canada to work collaboratively with Indigenous Peoples on the full and effective implementation of the *United Nations Declaration on the Rights of Indigenous Peoples*, and to provide the Parliament of Canada with regular reports on how the government will reform laws and policies in order to meet the UN Declaration's standards.

That this church actively supports the work and goals of Canada's Truth and Reconciliation Commission. Walking by faith and with the Spirit, we will listen to diverse voices, in order to deepen our understanding of history and of today's challenges, injustices and opportunities. We will be part of dreaming, praying and working together for a reconciled and hopeful future. We recognize that immediate action and long-term commitment are required for healing to occur.

To further encourage right relations with Indigenous peoples: That congregations, in their annual reports be encouraged to include a summary of participation in relationship-building activities with indigenous and non-indigenous peoples, and

That the ELCIC, at its 2013 National Convention with the ACC in Ottawa, seek to ensure that the rights of indigenous peoples and our ongoing reconciliation focus, are priorities.

This convention calls on the synods, congregations, members and all expressions of this church to seek out opportunities to deepen understanding of indigenous rights, to participate in Canada's Truth and Reconciliation process, and to renew relationships between indigenous and non-indigenous peoples in our varied contexts. We commend to members of this church the KAIROS resource *In Peace and Friendship: A New Relationship with Aboriginal Peoples* as one tool for living out our calling as a covenant people who are *In Mission for Others*.

National Bishop Johnson will write a letter to the Prime Minister of Canada, and will also promote the Truth and Reconciliation meetings in the regions of the church. Congregations will be encouraged to include a summary of the work they are doing in this area in their annual reports. (Appendix C) p.H-30

NC-2011-25 That the 2011 ELCIC National Convention consider for approval the following policy statement:

It is the policy of the Evangelical Lutheran Church in Canada that rostered ministers may, according to the dictates of their consciences as informed by the gospel, the Scriptures, the ecumenical creeds and the confessions of the Evangelical Lutheran Church, preside at or bless legal marriages according to the laws of the province within which they serve. All rostered ministers in the Evangelical Lutheran Church in Canada are encouraged to exercise due diligence in preparing couples for marriage. All rostered ministers serving congregations are encouraged at all times to conduct their ministry in consultation with the lay leaders in the congregation, and with sensitivity to the culture within which the congregation serves.

NCC encouraged the National Bishop to develop resources for adapting existing rites for use in marriages or blessing of civil marriages for same-sex couples. Such resources were forwarded to the synod bishops for appropriate distribution.

NC-2011-27 That the 2011 National Convention approve the recommendations of the Structural Renewal Taskforce in principle and authorize the National Church Council to move forward with the implementation process.

Synods are working on their implementation teams. Constitution work needs to be done by an Implementation Team at the National level. Vice-President Sheila Hamilton listed work of the Implementation Team at the National Level from the Structural Renewal Task Force Report given at the 2011 Convention. Each synod to appoint a member from their synod to sit on the National Implementation Team.

CC-2012-28 That NCC continue with changes that are in the purview of the National Church. This includes constitution and bylaw changes to affect the reduction of size of National Convention and NCC, the election of National Convention delegates by synods, payment of delegate's expenses to be the responsibility of the synods, and the move to triennial conventions. **CARRIED.**

CC-2012-29 That NCC encourage the synods to convene a consultative process. **CARRIED.**

CC-2012-30 That the National Church communicate information about the planned changes to be presented at the 2013 National Convention for synods, rostered leaders and congregations. CARRIED.

CC-2011-76 That NCC adopt the Resolution on Addressing Sexual Exploitation and Human Trafficking

- Affirms and supports the initiatives of The Lutheran World Federation (LWF), the Canadian Council of Churches (CCC) and the Women's Inter-Church Council of Canada (WICC) to eliminate human trafficking.
 - Ask congregations, rostered leaders and synods to provide leadership in preaching, teaching and other forms of public witness against the commercial exploitation of human beings.
 - Ask the National Bishop to write a letter to the Prime Minister, urging the government of Canada to provide resources for the protection of victims of sexual exploitation, including counselling, accessible, affordable and safe housing, eligibility and access to health and social services, employment referrals, and offer language training. In addition, urge the Government of Canada to provide law enforcement resources for the prosecution and rehabilitation of offenders who engage in human trafficking.
 - Ask this church to study and advocate for opportunities to strengthen Canadian legislation and policies which “discourage the demand that fosters all forms of exploitation of persons, especially women and children,” as called for in the *United Nations Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children* Article 9, Section 5 (www.unodc.org)
 - Ask the National Bishop to prepare a list of resources for addressing sexual exploitation, and post this on the ELCIC website.
 - Commends to the members of this church “21 Things You Can Do Today to End Sex Trafficking!,” based on those prepared by Resist Exploitation, Embrace Dignity (REED, www.embracedignity.org):
1. Address the brokenness in your own life.
 2. Oppose the legalization (total decriminalization) of prostitution.
 3. Stop viewing pornography.
 4. Make lifestyle choices that do not further global inequality.
 5. Educate others about human trafficking.
 6. Become an abolitionist.
 7. Promote gender equality and human dignity in your daily life.
 8. Directly ask the men in your life if they pay for sex.
 9. Give women the same opportunities as men.
 10. Partner with the efforts of local organizations, such as REED, who work to prevent sexual exploitation.
 11. Advocate for just immigration policies and safe paths of migration.
 12. Pray for the freedom of men and women affected by brothels in your city.
 13. Question the norm of “sex for sale.”
 14. Support the education of women and girls, especially in developing countries.
 15. Protest the proliferation of the “pimp n ho” culture.

16. Seek freedom from a lifestyle of consumerism.
17. Contact your governmental representative with your concerns about trafficking and prostitution.
18. Become a foster parent.
19. Do not stigmatize prostituted women.
20. Challenge those who make sexist “jokes.”
21. Pray for healing to come in the area of trafficking and sexual exploitation.

Commit ourselves as church to respond faithfully to opportunities for partnerships and cooperation between church and society working for legislation that will protect persons liberated from being trafficked and playing roles in bringing about cultural transformation and the elimination of trafficking. **CARRIED.**

Note: NCC will bring this back to the National Convention in 2013 for endorsement.

Unfinished Business from Reference and Counsel

Convention Resolution: That the ELCIC, in partnership with the synods, make provision for every congregation no matter what their size, income or location to celebrate Holy Communion on a weekly basis or on a schedule of their choosing.

CC-2011-77 That NCC refer the Resolution Regarding Provision for Weekly Congregational Communion to the Conference of Bishops. CARRIED.

CC-2012-38 That the question of licensing of lay people for sacramental ministry be referred to the Faith, Order and Doctrine Committee with the request that they seek consultation with the Conference of Bishops, both Canadian Lutheran seminaries and a wider church response, with interim reports to NCC and anticipated final report to March 2015 NCC meeting. CARRIED.

CC-2013-17 That NCC reframe the terms of reference of CC-2012-38 to “Study the provision of Word and Sacrament Ministry in the ELCIC. “ CARRIED.

Convention Resolution: That the ELCIC continue to affirm and support a viable ministry to students attending Universities and Colleges across Canada through support from local, synodical and national expressions of our Lutheran Church identity.

That this convention direct National Church Council to articulate a vision for the maintenance and future development of campus ministry programs across Canada.

The Chair declared the petition out of order.

Rationale: Synods are primarily responsible for special ministries such as campus chaplaincy. (ELCIC National and Synodical Responsibilities).

Synods can at any time request from the National Church support in cooperating on a particular ministry strategy.

Convention Resolution: That NCC refer to the next convention committee to explore ways to be more environmentally friendly by striving to use/handout less paper and communicate wirelessly and enable computers /padlets, get rid of plastic cups, etc.

MS to Amend the resolution by removing the following wording: “by striving to use/handout less paper and communicate wirelessly and enable computers/padlets, get rid of plastic cups, etc.”
CARRIED.

CC-2011-78 That NCC refer to the next convention committee to explore ways to be more environmentally friendly. CARRIED.

National Church Council Actions

The National Church Council report is organized under the five goals of the strategic plan 2008–13.

Effective Partnerships

CC-2012-05 That NCC approve the Governance Guidelines for Joint Anglican-Lutheran Congregational Ministries. **CARRIED.**

Governance Guidelines for Joint Anglican and Lutheran Congregational Ministries October, 2011

Governance documents for such ministries shall include provisions that comply with the following principles:

1. That the congregation will be constituted as per a four-party agreement including the synod, diocese and partnered congregations.
2. That the congregation will conduct affairs as a single worshipping/ministering community, as far as permitted by constitutions and canons of the ELCIC/synods and ACC/dioceses.
3. That membership in the congregation, and records of pastoral acts will be recorded within a single congregational roster, copies of which shall be archived with both the synod and diocese.
4. That all baptized are members of both this congregation and each denominational body and are thus eligible for extra-parochial representation.
5. That congregational decision making and voting shall be conducted as a single congregational community except at the time of dissolution.
6. That such congregations and their clerics shall be identified in a specially designated category on synodical and diocesan rosters.
7. That clergy shall be appointed/called through a process determined in consultation with both the synod and the diocese.
8. That the discipline of clergy shall be as per the provisions of the church wherein they are rostered but in full consultation with the partner church.

9. That a provision for the termination of the joint ministry agreement be included, with such provision requiring the consent of both the synodical and diocesan bishops. Such provisions shall also address the equitable beneficiary of bequests and real property received over time.
10. That bylaws for internal organization consistent with the relevant canons and constitutions can be enacted to fit the circumstances of the congregation.
11. That property held for the diocese or Lutheran congregation and/or synod shall be held in trust by a separate corporate entity created for this purpose. On termination of the agreement, the disposition of property between partners would be determined on a pre-determined pro-rated basis, or be conveyed to a separate corporate entity created for this purpose by diocesan/synodical arrangement.
12. That liturgies of either or both churches can be used according to the needs of the worshipping community.
13. That financial support to the diocese and synod will be determined as individually arranged.

CC-2013-01 That NCC table the existing partner church relationship with the Salvadoran Lutheran Church to the next NCC meeting in September. **CARRIED.**

Focused Framework

CC-2011-71 That NCC approve the 2011 National Convention Minutes. **CARRIED.**

CC-2011-74 That NCC approve in principle to use up to \$200,000.00 of excess funds above cap of \$14 M of CECF capital funds for new models of mission based on criteria to be developed and submitted in March, 2012. **CARRIED.**

CC-2011-79 That NCC direct National Bishop Susan Johnson to examine the relationship between the National Church and Special Interest Conferences. **CARRIED.**

CC-2011-80 That the officers of the church review the process of how elections and balloting are conducted at national conventions, and report to NCC at the September 2012 meeting. **CARRIED.**

CC-2011-82 That NCC, in consultation with the ELCIC theological schools and synods, appoint a task force—separate from the Structural Renewal Task Force to:

- Identify the issues surrounding the future of theological education in the ELCIC,
- Propose a National model for theological education to address these issues,
- Assess the capability and role of the seminaries in implementing such a model, taking into consideration their complex financial, accreditation, academic, and accountability requirements,
- Report back to the NCC, including in this report a list of the steps and enabling motions which would be required to implement such a national model, and
- Consist of one representative from each synod and that the synods have conversation to have diverse representation, one representative from WLS, one representative from LTS,

one representative from PCLM, one representative from the Association of Theological Schools (non-Lutheran, Canadian), and a chairperson to be named by the National Officers. **CARRIED.**

CC-2011-84 That NCC approve the amendment to the *ELCIC Candidacy Manual* re: Alternative Route for Admission to the Roster of Ordained Ministers.

The Basic Theological Education for Ministry program will include a minimum of 30 credit hours (10 classes) and extends over a minimum of one year (2 semesters); it will include the study of scripture, Christian theology, the Lutheran Confessions, church history, worship, preaching, and the policy and practices of the Evangelical Lutheran Church in Canada. These are minimum requirements. In consultation with the seminary, the CTEL/CCOM may specify additional requirements.

~~In addition to the minimum of one year (2 semesters) of residency at a seminary of this church, candidates will also be required to complete an Internship placement as well as a single unit of Supervised Pastoral Education. In exceptional circumstances, the CTEL/CCOM may waive one or both of these last two requirements.~~

The seminary residency requirement may be met by either:

- a) A minimum of one year (2 semesters) of residency at a seminary of this church, or
- b) A Theological Education for Emerging Ministry (TEEM) program, as offered through a seminary of this church. The TEEM program includes brief periods of residency class time, along with distance education and mentorship.

In addition candidates will also be required to complete an internship placement as well as a single unit of Supervised Pastoral Education. In exceptional circumstances, the CTEL/CCOM may waive one or both of these last two requirements. **CARRIED.**

CC-2011-85 That NCC will request National Bishop Susan Johnson to write a letter to the Saskatchewan Synod advising NCC won't take further action regarding developing and promoting ethical guidelines for rostered leaders in congregations considering withdrawal from the ELCIC, as this is covered by recent amendments to the *ELCIC Administrative Bylaws*. **CARRIED.**

CC-2011-86 That NCC grant ELCIC Director of Finance and Administration Gloria McNabb a sabbatical from May 7, 2012 to August 6, 2012. **CARRIED.**

CC-2011-87 That NCC grant National Bishop Susan Johnson a three month sabbatical from November 2012 to February 2013. **CARRIED.**

CC-2011-89 That NCC approve the audit fees of \$30,000.00 for the firm of Ernst & Young for the 2011 year. **CARRIED.**

CC-2012-03 That NCC record the minutes of December 19, 2011 **e-vote #3** To approve the letter to the ELCIC from NCC regarding balloting at the 2011 ELCIC National Convention. Two opposing votes recorded: Rev. Trish Schmermund and Barb Stolee. **CARRIED. (Appendix D) p. H-32**

CC-2012-06 That NCC approve the 2013 National Convention theme, “Together for the Love of the World”, and the following registration fees:

Rostered or Lay Delegates \$1,290

Youth Delegates \$ 645

Visitors \$ N/C

Bulletin of Reports (Printed Copy) \$ 30 **CARRIED.**

CC-2012-07 That NCC approve the following policies for the 2013 Joint Assembly: Policy on Corporate Sponsorship, Display Policy, Code of Conduct Concerning Sexual Misconduct for Participants at the Joint Assembly of General Synod and National Convention. **CARRIED. (Appendix E) p.H-34**

CC-2012-08 That the *Candidacy Manual* be amended by adding the following description for “Relator’s Role” to Section A “Candidacy in the ELCIC.”

Relator Role

Each candidate granted an endorsement will be assigned a relator. This person serves as a liaison between the committee and the candidate. The role of the relator is unique and distinct from the role of a supervising pastor and/or mentor relationship.

The role of the relator is designed to provide consistency in the candidacy process. Students will have a regular point of contact at interviews and the Candidacy Committee will benefit by having a designated person following the student’s progress throughout the candidacy process.

Specifically the role of the relator includes:

Being present (whenever possible) at all interviews with the student;

Writing the final report for the Examining Committee; and

Providing information to the student if, and/or, as requested by the student.

CARRIED.

CC-2012-10 To adopt the amended ELCIC Policy on Displays at National Conventions. **CARRIED. (Note: This will first apply to the 2015 National Convention.)**

Policy on Displays at National Convention

Displays at National Convention are encouraged as a service to the church. National Convention display space will be made available to organizations with which the Evangelical Lutheran Church in Canada has a relationship. Exhibitors will be required to pay the fee for display space.

Organizations that sponsor some part of the National Convention will be acknowledged. Displays will not be permitted for industries such as, but not limited to, tobacco products, alcoholic beverages, drug paraphernalia, and those which promote any form of gambling.

Displays which may conflict with the interests of the ELCIC, as for example, the solicitation of funds for causes that either duplicate existing programs of the ELCIC or conflict with them, will not be permitted.

Display space will be approved for a prescribed time during the National Convention with the understanding that the responsibility for setting up, dismantling and removing displays lies with the exhibitor. The exhibitor will supply all tools and other materials needed for the display. Literature and other promotional materials can only be distributed in the display areas.

Exhibitors will be required to confirm their adherence to the Evangelical Lutheran Church in Canada's Code of Conduct for Event Participants.

Contact information (names, address, congregations, etc.) for attendees at events will not be provided to exhibitors by the ELCIC.

The ELCIC will not be responsible for any damage or loss that may occur to the goods and properties of the exhibitor during transport, setup, display, or removal of an exhibit.

CC-2012-11 To adopt the amended Policy for Reimbursement of Expenses for Those Travelling for ELCIC Purposes. **CARRIED.**

Policy for Reimbursement of Expenses for those Travelling for ELCIC Purposes

Reviewed by Finance Committee: February 3, 2012

Approved by NCC: March 2012

Management is responsible for developing and managing budgets. When requesting reimbursement of expenses incurred on behalf of the ELCIC, the expense report must be authorized by the manager responsible for the expenditure area. The budget should be established based upon known or best estimates of travel requirements in the coming year. An agenda of the travel should be submitted to the manager responsible for the expenditure area at the beginning of the year. Any changes must be authorized prior to expenses being incurred.

The expense report submitted for reimbursement must include the following information:

- Name and mailing address of the person claiming reimbursement;
- Name and dates of event attended, or the purpose and dates of travel;
- If a non-ELCIC event, the name of other ELCIC-sponsored attendees should be listed; and
- Expense reports are to be submitted to the National Office within 30 days of the trip.

The following authorized expenses will be reimbursed:

- Airfare: the best available economy fare and agency service fee not to include travel luxuries such as seat-selection fees, over-limit baggage fees. Travellers are expected to

choose the airline offering the best fare where a choice is available. Travellers should use their discretion if choosing the best fare incurs additional costs such as overnight hotels, additional meals etc.;

- Mileage: authorized mileage will be reimbursed at 80% of the Treasury Board rate. Department of Finance and Administration (DFA) will adjust rates annually as part of the normal budget process.;
- Mileage for the National Convention: authorized mileage rate will be 50% of the ELCIC authorized mileage rate for the year up to the equivalent cost of an air ticket based on the excursion rate approved for the convention plus an additional \$0.03 per kilometer per additional delegate in the vehicle;
- Car rentals: car rentals will be reimbursed only if necessary and less costly than using taxis; reason for necessity must be noted;
- Transportation to and from the airport (Taxi or shuttle service or mileage and airport parking if less expensive);
- Meals: guidelines for specific meals are \$12 for breakfast, \$17 for lunch and \$25 for dinner. If purchasing meals for others, the names of the other people and the reason for purchasing the meal must be noted on the back of the receipt; and
- Phone calls made in the course of ELCIC business. The ELCIC will not be responsible for incidental expenses such as but not limited to personal phone calls, laundry, newspapers, etc.

Mileage Rates for 2012 (based on Oct. 1, 2011 Federal Treasury Board Travel Directives)

General Travel—40 cents/km

Convention Delegate Travel—20 cents/km

CC-2012-14 That NCC forward the CECF Advisory Board's questions to the National Implementation Team with a request for recommendations to NCC by March 2013. **CARRIED.**

The Advisory Board discussed the implications of restructuring for the CECF Advisory Board and the Canadian Mission Consultation. The makeup of the advisory board and the policies in the *CECF Management Handbook* are based on five synods. The advisory board offers the following question for NCC to consider:

1. If synods merge, what will be the effect on the makeup of the advisory board and on the allocation of funding?
2. In a structurally renewed church, would Canadian Mission and the work of CECF benefit from a "national strategy on mission" to guide this work?
3. In a structurally renewed church, would nationally coordinated training in the area of mission benefit leadership in newly constituted church.

These questions are offered in a spirit of partnership, trusting NCC to use them as information for on-going processes.

CC-2012-16 That NCC approve the revised budget. **CARRIED.**

CC-2012-17 That NCC approve the amended motion, namely, to approve reductions to the proposed budget as per Tab 8 except for the following proposed reductions:

Worship—\$6,000

Stewardship—\$1,500

Youth ministry—\$8,000

thereby carrying a deficit budget for 2012 of \$15,500.00 **CARRIED.** (See **Report of the Treasurer, Report of the Director of Finance and Administration.**)

CC-2012-19 That NCC appoint the auditors of Ernst and Young for the 2012 year. **CARRIED.**

CC-2012-20 That NCC record the minutes of April 30, 2012 **e-vote #1**-To approve the ELCIC 2011 Audited Financial Statements. **CARRIED.**

CC-2012-22 That the NCC approve a three-month sabbatical for Trina Gallop from September through November 2013. **CARRIED.**

CC-2012-26 That NCC approve the draft guidelines for Committee on Conduct of Elections and Local Arrangements Committee Ballot Counters for the 2013 convention. **CARRIED.** (*Appendix F*) *p.H-39*

CC-2012- 27 That NCC direct an investigation by the Finance Committee to consult with the synods regarding RASMUS and alternate technology and support solutions. **CARRIED.**

CC-2012-34 That NCC approve audit fees of \$32,900.00 for 2012. **CARRIED.**

CC-2012-35 That NCC approve the establishment of an internally restricted fund to accumulate funds for the purpose of covering the expenses of ELCIC participation at the LWF Assembly which is held every six to seven years. **CARRIED.**

CC-2012-36 That NCC approve the establishment of an internally restricted fund to accumulate funds for the purpose of covering the expenses of ELCIC participation at the WCC Assembly which is held every seven years. **CARRIED.**

CC-2012-37 That NCC approve the amalgamation of the internally restricted photocopier reserve into the internally restricted fund for future capital expenditures. **CARRIED.**

CC-2012-41 That NCC approve the draft constitution and commend it to the National Convention. **CARRIED.** (Note the content of this motion is not replicated here as it came back to NCC in September 2013. See motion CC-2013-14)

CC-2012-42 That Articles XIII and XIV be amended in the draft constitution to reflect the role of synod bishops as advisory to the National Church Council. **CARRIED.** (Note the content of this motion is not replicated here as it came back to NCC in September 2013. See motion CC-2013-14)

CC-2013-02 That NCC ask the National Bishop to thank the members of the Future of Theological Education Task Force for their work, and to thank synods, seminaries and ATS for the gifted people they nominated for service on the task force. **CARRIED.**

CC-2013-03 That NCC amend the “Alternative Route for Admission to the Roster of Ordained Ministers of the ELCIC” section of *Candidacy Manual*, as per the revisions proposed by PCLM. **CARRIED. (Appendix G) p.H-45**

CC-2013-04 That NCC endorse the *Mentor’s Handbook* as a recommended resource to support mentorship during candidacy, and include the handbook in the appendices of the *Candidacy Manual*. **CARRIED. (Appendix H) p.H-48**

CC-2013-05 That NCC approve the changes to be made to the *CECF Management Handbook* as a recommendation from the CECF Advisory Board at its February 20–21, 2013 meeting. **CARRIED.**

B. CAPITAL FUND

II. OPERATING POLICIES

Interest Rates

1. Interest rates for an initial Capital Fund loan shall be established by the board on an annual basis, calculated ~~semi-~~ monthly not in advance for years one (1) to five (5) respectively for a five-year term amortized over twenty-five years. The percentage increase will be one percent over the previous year for the first five years of the initial mortgage.
2. Mortgage draws for the purpose of construction payments shall be charged interest calculated on a per diem basis from the time of the draw. Accumulated interest in excess of authorized mortgage amount shall be repaid prior to commencement of first scheduled repayment date.
3. When a loan has matured **after five or seven years**, the interest rate on any new term approved shall bear interest at a rate not to exceed one percent above the TD Commercial Banking prime commercial lending rate on that date.
4. In the event of financial crisis in a Canadian mission-related congregation holding a Capital Fund loan, the treasurer on recommendation of the synod Canadian mission consultant, may authorize the suspension of Capital Fund interest for up to one year to allow the payment of the principal only. **To extend** this no-interest payment period **beyond one year** ~~is contingent upon~~ **requires** the successful completion of a ministry review by the synod personnel, ~~and~~ the development of a financial plan to repay the loan, **and the approval of the treasurer on the recommendation of the CECF Advisory Board. In any case, the no-interest payment period shall not exceed a total period of three years.**
5. In the event that a Canadian mission related congregation who had received a no-interest payment exemption sells their property, all unpaid interest becomes due on the date of closing of sale.

Change No. 2 – Add sentence to end of point 1.**B. CAPITAL FUND****APPENDIX 1. CRITERIA FOR LOAN LIMITS—CAPITAL FUND**

The following criteria shall be the basis upon which the maximum loan limits are determined:

1. Congregations shall have a minimum twenty-five percent (25%) equity in the project (land and building) at the time of beginning the building project and be able to demonstrate the required growth potential to meet the fiscal responsibility at the end of the Capital Fund loan period. **These funds are to be accumulated in the congregation's bank account until applied against the project costs.**

The director for finance and administration reported to NCC that the ELCIC National Office is moving to a new space on the 6th Floor of 177 Lombard Avenue.

CC-2013-06 That NCC adopt the amended *Governance Manual*. **CARRIED.** (*Appendix I*) *p.H-57*

CC-2013-07 That NCC send the Future of Theological Education Task Force report to the synods and their candidacy committees, seminaries and boards for consultation. We ask them to reflect and provide feedback via the PCLM by December 15, 2013 on this question: “What do you see as the five key priorities for leadership for ministry?” The PCLM will report back to NCC at the March 2014 meeting. **CARRIED.** (*Appendix J*) *p.H-90*

CC-2013-08 That NCC adopt the National Church Strategic Plan as amended. **CARRIED.** (*Appendix K*) *p.H-104*

CC-2013-09 That NCC approve the use of e-voting at the ELCIC National Convention Business Sessions at the 2013 Joint Assembly. **CARRIED.**

CC-2013-12 That NCC approve the proposed slate of nominees to be presented to the convention. **CARRIED.** (see page G-24, *Report of the Nominating Committee—2015 Nominations Committee*)

CC-2013-13 That NCC approve and recommend to the 2013 National Convention approval of motions 1-13 to amend the ELCIC Constitution (2nd reading). **CARRIED.** (*Appendix L*) *p.H-109*

CC-2013-14 That NCC approve and recommend to the 2013 National Convention repeal of Articles III to XX of the *ELCIC Constitution* and adoption of the following Articles III to XIX as amended. **CARRIED.** (*Appendix M*) *p.H-119*

CC-2013-15 That NCC provide the following amended draft *Administrative Bylaws* to convention for information purposes only. **CARRIED.** (*Appendix N*) *p.H-126*

CC-2013-16 That NCC approve the amendments to the *Constitution of the Eastern Synod ELCIC* passed at assembly in July 2012. **CARRIED.**

ES 12-01 MSC that second reading of the following amendment to the Constitution, Article XV, Section 2 be adopted:

Section 2.

a. The board of governors of Waterloo Lutheran Seminary, Waterloo, Ontario, shall be appointed by the Synod Council, and shall consist of fourteen members, half of whom shall be clergy including the bishop of the Eastern Synod, and half of whom shall be laypersons. ~~seven ordained ministers and eight lay persons elected by synod in convention for a term of three years. The bishop of synod shall be ex-officio a member of the board.~~

~~b. Three persons of the board of governors shall be nominated to the board by the national church council. Such appointments shall be for terms of three years, spaced that, as nearly as possible, one third of the total membership of the board shall come up for reappointment each year. Those appointed by the national church council shall be ratified by an affirmative vote of election by the synod in convention.~~

~~If the vote on the election of any one of these nominees is negative, an alternative nomination shall be made by the national church council. The synod council shall be empowered to complete such election if it is unfinished at the adjournment of the convention.~~

c. The board may, ~~in consultation with the national church council,~~ propose to the synod **council** an increase or decrease in the number of its members, such increase or decrease to include an equal number of ordained ministers and lay persons. Any proposal for increase or decrease in the number of members of the board must have the approval of the synod **council**.

d. The term of office for each member of the board shall be three years except in the following cases:

- i. Where a member is appointed to fill a vacancy, such appointment shall be by the synod council and shall be for the remainder of the term of the predecessor;
- ii. In the case of the first of any new ~~elections~~ **appointments** in connection with increasing the number of the said board, the terms of office shall be for one, two or three years, so spaced that as nearly as possible one third of the total membership of the board shall come up for ~~election~~ **appointment** each year.

e. Members of the board shall be eligible to serve not more than two consecutive terms. And appropriate re-lettering: c, d, and e. become b, c, and d.

CC-2013-19 That NCC adopt the Designated Gifts Policy for ELCIC National Office “The acceptance and disbursement of directed gifts by the National Church is restricted to programs and projects approved by and under the control of National Church Council. No benefit shall be returned to the donor or a dependent of the donor as consideration for the gift. Each gift designated toward an approved program or project will be used as designated with the understanding that when the need for such program or project has been met, or where programs

or projects have ended or cannot be carried out, designated gifts will be used for other National Church programs or projects.” **CARRIED.**

CC-2013-20 That the LIFE Mortgages & Certificates Program be wound down over a five-year period (2013–2018) and that the residual from the LIFE Mortgages and Certificates Program be added to the ELCIC General Endowment Fund to provide funds for the operations of the National Church. **CARRIED.**

CC-2013-21 That the revised Investment Policy Guidelines be approved to reflect the addition of an equity component of 10 to 20%. **CARRIED.**

CC-2013-22 That the following actions be approved en bloc:

That motion CC-1987-122 be rescinded as it is no longer applicable.

That motion CC-1987-145 be rescinded as it was replaced by motion CC-2000-122.

That motion CC-1987-155 be rescinded as new Parental Guidelines appear in 2009 Personnel Policy Guidelines.

That motion CC-1994-124 be rescinded as it is not current practice of the CEP.

That motion CC-1998-97 be rescinded as a new Designated Gifts Policy has been developed.

That motion CC-2002-55 be rescinded as it has been replaced by motion CC-2003-67.

That motion CC-2003-71 be rescinded as it has been replaced by motion CC-2012-10.

That motion CC-2004-79 be rescinded as the self-insured gift annuity agreement actuarial liability is now funded. **CARRIED.**

CC-2013-23 That NCC approve the 2013 Operating, CECF, and LIFE Fund budgets as presented. **CARRIED.**

CC-2013-24 That NCC recommend to the 2013 National Convention the approval of the 2014 & 2015 Operating, CECF and LIFE Fund budgets. **CARRIED.** (See **Report of the Treasurer, Report of the Director of Finance and Administration.**)

Compassionate Justice

CC-2011-81 That NCC approve the amended Memorandum of Understanding with CLWR. **CARRIED.** (*Appendix O*) *p.H-150*

CC-2012-25 That NCC endorses the “Joint Statement on Physical Punishment of Children and Youth,” and commends the Joint Statement to the congregations and members of the ELCIC as a tool for living out the call to “Support Families” that is contained in the 2011 ELCIC Social Statement on Human Sexuality. **CARRIED.** (*Appendix P*) *p.H-158*

CC-2013-10 That NCC refer the Resolution Preventing Sexual Exploitation (CC-2011-76) to the ELCIC in convention for adoption. **CARRIED.**

Resolution on Addressing Sexual and Human Trafficking:

- Affirms and supports the initiatives of The Lutheran World Federation (LWF), the Canadian Council of Churches (CCC) and the Women’s Inter-Church Council of Canada (WICC) to eliminate human trafficking.

- Ask congregations, rostered leaders and synods to provide leadership in preaching, teaching and other forms of public witness against the commercial exploitation of human beings.
- Ask the National Bishop to write a letter to the Prime Minister, urging the government of Canada to provide resources for the protection of victims of sexual exploitation, including counselling, accessible, affordable and safe housing, eligibility and access to health and social services, employment referrals, and for language training. In addition, urge the Government of Canada to provide law enforcement resources for the prosecution and rehabilitation of offenders who engage in human trafficking.
- Ask this church to study and advocate for opportunities to strengthen Canadian legislation and policies which “discourage the demand that fosters all forms of exploitation of persons, especially women and children,” as called for in the *United Nations Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children* Article 9, Section 5 (www.unodc.org)
- Ask the National Bishop to prepare a list of resources for addressing sexual exploitation, and post this on the ELCIC website.
- Commends to the members of this church “21 Things You Can Do Today to End Sex Trafficking!,” based on those prepared by Resist Exploitation, Embrace Dignity (REED, www.embracedignity.org):

1. Address the brokenness in your own life.
2. Oppose the legalization (total decriminalization) of prostitution.
3. Stop viewing pornography.
4. Make lifestyle choices that do not further global inequality.
5. Educate others about human trafficking.
6. Become an abolitionist.
7. Promote gender equality and human dignity in your daily life.
8. Directly ask the men in your life if they pay for sex.
9. Give women the same opportunities as men.
10. Partner with the efforts of local organizations, such as REED, who work to prevent sexual exploitation.
11. Advocate for just immigration policies and safe paths of migration.
12. Pray for the freedom of men and women affected by brothels in your city.
13. Question the norm of “sex for sale.”
14. Support the education of women and girls, especially in developing countries.
15. Protest the proliferation of the “pimp n ho” culture.
16. Seek freedom from a lifestyle of consumerism.
17. Contact your governmental representative with your concerns about trafficking and prostitution.
18. Become a foster parent.
19. Do not stigmatize prostituted women.
20. Challenge those who make sexist “jokes.”
21. Pray for healing to come in the area of trafficking and sexual exploitation.

Commit ourselves as church to respond faithfully to opportunities for partnerships and cooperation between church and society working for legislation that will protect persons

liberated from being trafficked and playing roles in bringing about cultural transformation and the elimination of trafficking.

CC-2013-11 That NCC approve the Draft Joint Assembly Declaration and refer it to the ELCIC in convention for adoption. **CARRIED.** (See **Section C, Joint Assembly Declaration**)

Diverse Faces

CC-2011-73 That NCC approve the criteria for the Cora Martinson Scholarship Fund be amended so that the maximum scholarship increases from \$3,000.00 to \$5,000.00 per student, per year. **CARRIED.**

Spirited Discipleship

CC-2012-12 That NCC approve the proposed “Criteria for Creative Mission Initiatives” as the basis for the use of up to \$200,000.00 of excess funds above cap of \$14 M of CECF capital funds for the years 2013–2015. **CARRIED.**

ELCIC Church Extension Capital Fund

Proposed Criteria for Creative Mission Initiatives

The Church Extension and Capital Fund (CECF) of the ELCIC has made funds available for groups within the ELCIC to inspire creative expressions of being faith communities in mission.

Toward this end, the CECF is making available maximum grants of \$100,000, with funding scaled over three years. It is proposed that a total of \$200,000 will be made available for creative mission initiatives over a three-year period. The amount and time frame were chosen to provide for solid reliable support to the successful projects considering that they may initially include a significant degree of risk, given their creative nature.

The CECF is inviting groups to submit imaginative proposals based on the following criteria:

- Work in cooperation or partnership with other non-profit organizations, ecumenical groups and/or businesses, particularly if they are locally based;
- Offer a meaningful service to neighbourhood;
- Connect with those who are relatively less church or faith involved;
- Utilize a substantial volunteer component;
- Plan to maintain a sense of community connectedness; and
- Plan to be in relationship with the wider church.

The applications must contain sufficient detail to demonstrate how the criteria can be achieved, such as the results of the research conducted by the applicant to substantiate social data, information concerning means of cooperation with other organizations, availability of funds from other sources, etc. The applications must also include a three-year budget, along with development benchmarks based on development progress, fiscal considerations, competencies and vibrancy, which will be reviewed each year to qualify for subsequent funding.

Applications will be submitted to Synod Mission Consultants. Interested applicants are encouraged to contact their Synod Office as soon as possible so that mission consultants can provide information and support on how to prepare an effective application. The CECF Advisory Board will award the grants in February, 2013.

Administrative considerations:

- Annual progress and financial reporting will be required;
- Annual reports will be submitted to Synod Mission Consultants by September each year, and will be forwarded to the CECF Advisory Board; and
- Synod Mission Consultants will help identify a supervision strategy.

CC-2012-15 That NCC communicate through the National Bishop with MNO Synod Council respectfully asking that they reconsider their action of March 7, 2012 and requesting an opportunity for the National Bishop and vice-president of the ELCIC meet with MNO Synod Council or executive at the earliest possible opportunity. **CARRIED.**

CC-2012-18 That NCC, through the National Bishop, communicate with the Synod Councils our vision of the ELCIC as not only a church in mission for others but a church in mission together and that the Synod Councils reflect on the importance of this partnership in mission as they work through their 2012–2014 budgets and consider increasing their benevolence offerings. **CARRIED. (Appendix Q) p.H-160**

CC-2012-21 That NCC ask the secretary to write a letter of thanks to Faye Schultz to acknowledge her faithful service to this church.

CC-2012-24 That NCC endorses the LWF Council request to observe the first week of February every year as World Interfaith Harmony Week and encourages members of the ELCIC to participate in this observance. **CARRIED.**

Petition for Every Member visit from Saskatchewan Synod.

***SSC-12-13 MSC** That the Saskatchewan Synod in convention petitions the National Church Council as part of a church-wide renewal process to encourage congregations of the ELCIC to conduct an every member visit with no agenda other than to listen to the voices of the baptized members and to report back to their Synod Councils on any results. Furthermore, that the Synod Councils report back to the 2013 National Church Convention both on the thoroughness of the visits and any resulting learnings. Finally, that the National Church Council report to the ELCIC on this endeavor via the **Canada Lutheran** or by other broadly received media.*

CC-2012-31 That as part of a church wide renewal process, NCC invites Synod Councils to encourage congregations of the ELCIC to conduct an every member visit with no agenda other than to listen to the voices of the baptized members and to report back to their Synod Councils on any results. Furthermore, to invite Synod Councils to share what they hear with NCC. **CARRIED.**

CC-2012-40 That NCC affirm that, given the role of the National Bishop is to relate to synods and national and international partners, the National Bishop will give priority to invitations from these expressions of church in order to manage the volume of her workload. As per existing policy, congregations are requested to consult with their Synod Bishop prior to issuing an invitation to the National Bishop. **CARRIED.**

CC-2012-43 That NCC request the secretary to send a letter of thanks to the Eastern Synod for their generous leadership on the Praise Appeal. **CARRIED.**

E-vote (April 10, 2013) That NCC approve the slate of nominees to be presented to the convention. **CARRIED. p.G-23**

Report of the National Church Council, Appendices

Appendix A

September 23, 2011

Hildy Thiessen, Executive Director
Jackie Dojack, Board Chair
Group Services Inc.

Dear Hildy and Jackie,

I am writing to formally share with you some actions from the recent National Convention and the recent National Church Council meeting that have implications for the work of GSI.

NC-2011-04 MS That the ELCIC in convention

- Ask members, congregations, and synods of this church to engage the issue of ethical investing in their private and collective practice;
- Commend to all expressions of this church the work of KAIROS on sustainability and resource extraction. www.kairoscanada.org/en/sustainability/resource-extraction/
- Ask the National Church to identify educational resources on ethical investing for this engagement; and
- Ask National Church Council and GSI Administrator to review its investment policies, giving due consideration to how its practices reflect compassionate justice and ethical stewardship. Specifically, we urge that human rights and environmental sustainability be supported and upheld. We ask National Church Council and GSI to report back to the 2013 convention.

NCC would request that GSI share information with NCC regarding ethical investing, and notes that both NCC and GSI are asked to report back to the next National Convention.

NC-2011-17 MS That the ELCIC in convention ask the administrator of GSI to explore possibilities for an alternative pension plan such as Canadian Alternative Investment Co-operative (www.caic.ca) and/or other ethical investing initiatives which seek to make investments which support positive social change and promote alternative economic structures. We ask that the administrator report back to the 2013 convention.

NCC notes that the convention has made this request and has asked for a report back to the 2013 National Convention. NCC would appreciate a report back as it becomes available.

NC-2011-18 MS That this assembly acknowledge and recognize that active pension plan members had traditionally enjoyed a credit of the 2% supplemental contribution to their pension accounts as it was not needed to support an unfunded liability, and that since mid 2003 the supplemental contribution has been used to support their pre-2003 retired colleagues retirement security and

That this assembly encourage the Board of ELCIC Group Services Inc (“GSI”) to consider amending the pension plan to increase contributions to active pension plan members’ accounts once the unfunded liability is eliminated, and that GSI report the outcome of this work at 2013 convention.

That ELCIC participating employers be encouraged to seriously examine the effect on the pension accounts of their employees who were active pension plan members during the period when the 2% supplemental contribution was credited to the unfunded liability and

That ELCIC participating employers be encouraged to give consideration to using some or all of the funds freed up by the early elimination of the 4% additional contribution, to compensate their employees in lieu of the 2% supplemental contribution that was not credited to active plan members’ pension accounts since 2003.

NCC recognizes that this is a request to GSI, and that GSI has the responsibility and authority to determine the appropriate course of action.

NC-2011-19 MS Recognizing the important role that pastors and rostered leaders provide for the Proclamation of the “Good News” in Jesus Christ, the historic commitment of Lutherans to higher education, and the need for ongoing reformation and renewal of the people of God;

The ELCIC in convention calls upon the synods, congregations and agencies of this church to:

- Reaffirm and encourage a personal and collective commitment by all members, laity and clergy to ongoing programs of continuing education for leaders in the ELCIC;
- Insuring that an appropriate educational component is included at gatherings, assemblies, meetings and events of this church;
- Request bishops to continue to regularly encourage participation by rostered ministers in the ELCIC Continuing Education Plan (CEP) and participation in continuing education programs;
- Review and enhance the continuing education policies of this church as they pertain to rostered ministers by:
 - Requiring 40 hours annually of formally recognized continuing education (e.g. courses, conferences, workshops etc.) and a total of 240 hours over five years;
 - By increasing the recommended financial support and time available within the benefit packages for rostered leaders;
 - By encouraging congregations or agencies to consider participation in recognized continuing education programs in considering increases in compensation packages;
 - To modify the Annual Report Form to the bishop to include a place for clergy to indicate compliance with this requirement and indicate the nature of the program/course taken; and
 - By noting on mobility forms that clergy or rostered leaders under consideration have or have not complied with this requirement.
- Encourage and support theological schools and universities in the continuing, developing and sustaining continuing education opportunities for laity, clergy and rostered ministers.

That the petition be referred to National Church Council.

NCC has referred this motion to the Program Committee for Leadership for Ministry (PCLM) and has requested a report back at the March 2012 NCC meeting. NCC has requested that PCLM consult with GSI as they do this work.

Thank you so very much for the excellent work you do on behalf of the church. I highly value our partnership in mission and ministry.

Yours in Christ,

A handwritten signature in black ink, appearing to read "Susan C. Johnson", preceded by a small cross symbol.

The Rev. Susan C. Johnson
National Bishop,
Evangelical Lutheran Church in Canada

Appendix B

July 22, 2011

Dear ,

Delegates to the Evangelical Lutheran Church in Canada's (ELCIC) Thirteenth Biennial National Convention gathered July 14–17, 2011 in Saskatoon, Saskatchewan. Your church is an important partner of the ELCIC and I am writing to inform you of some of the decisions made by delegates at this convention.

In April of 2010, I wrote informing you a proposed Social Statement on Human Sexuality; inviting feedback and advising that the proposed statement was intended to be presented to the 2011 National Convention.

At convention the ELCIC Social Statement on Human Sexuality was adopted by delegates. After four years of study, discussion, prayer and preparations, the social statement replaces a previous statement that was adopted in 1970. A copy of the ELCIC social statement is attached to this correspondence.

The approved social statement has three sections: “Encountering the World in Which We Live” names, without judgment, some of the current issues of sexuality that face our world; “Facing God and Being Church” seeks to find common language to articulate the faith and theology which guide our life together; and “Doing Ministry” seeks to stimulate conversation about mission and ministry at the local and global level.

Following the adoption of the social statement, the convention also adopted three significant motions. A motion affirmed that the church ought not to be divided because of disagreement over moral issues, no matter how distressing such disagreement might be. In the midst of troubling disagreements, it encourages people to remain in dialogue. A motion on same-sex blessings was affirmed and allows pastors to preside at or bless marriage services, according to the dictates of their conscience, informed by the gospel and in consultation with their congregation. A motion on rostered ministry was affirmed and states that in the ELCIC, sexual orientation is not in itself a factor which disqualifies a candidate for rostered ministry or a rostered minister seeking a call.

These were not easy decisions for our church to make. They come following much discernment, discussion, and prayer. Some members of our church will receive these actions with great rejoicing, and some with deep sadness. We recognize that some of these decisions may be upsetting to some of our partner churches as well. Despite divisions we hope all of this provides an opportunity for continued dialogue. Should you feel so moved, I welcome the opportunity to have further discussion with you regarding the new social statement and/or the new policies. The ELCIC deeply values its many church partnerships. It is my deep conviction that we have much to learn from each other regarding mission, church and discipleship.

I pray for God's blessings on you, your church and for our common mission in proclaiming the gospel.

Yours in Christ,

A handwritten signature in black ink, appearing to read "Susan C. Johnson", preceded by a plus sign (+).

The Rev. Susan C. Johnson
National Bishop, Evangelical Lutheran Church in Canada

Attachments: ELCIC Social Statement on Human Sexuality
The three motions approved by the 2011 ELCIC Convention

Appendix C

Evangelical Lutheran Church in Canada

302–393 Portage Avenue, Winnipeg, Manitoba R3B 3H6 Canada. www.elcic.ca

Toll free: 1.888.786.6707, Phone: 204.984.9150, Fax: 204.984.9185

The Right Honourable Stephen Harper
Prime Minister of Canada
80 Wellington Street
Langevin Block
Ottawa, ON K1A 0A2

October 20, 2011

Dear Prime Minister Stephen Harper,

On behalf of the Evangelical Lutheran Church in Canada (ELCIC), I am writing to encourage the Government of Canada to work collaboratively with indigenous peoples to fully and effectively implement the *United Nations Declaration on the Rights of Indigenous Peoples*, and to provide the Parliament of Canada with regular reports on how the Government will reform laws and policies in order to meet the declaration's standards.

In July 2011, the ELCIC met in Saskatoon for its biennial convention. In exploring our convention theme, "Covenant People: *In Mission for Others*," we were reminded that the word "treaty" is a synonym for the word "covenant." There are moral and spiritual dimensions to making and keeping covenants. The convention adopted a motion committing our church to promoting right and renewed relationships between non-indigenous and indigenous peoples within Canada, and recognizing the declaration as a standard for the practices of the ELCIC. In this motion, the convention also asked me to communicate to you our church's desire to see the declaration fully implemented.

The Government has an opportunity and a duty to use the declaration as the basis for reviewing and reforming laws and policies to ensure that indigenous peoples' rights are upheld without discrimination. The declaration itself states that the rights it contains "constitute the minimum standards for the survival, dignity, and well-being of the indigenous peoples of the world." (article 43)

Regular reports to Parliament on implementation are an essential element to the Government's accountability to the people of Canada and to Canada's commitments to meet the declaration's standards for laws and policies.

I encourage you to use the declaration as a standard and a tool for promoting the rights, dignity and well-being of indigenous peoples in Canada.

Yours in Christ,



The Rev. Susan C. Johnson
National Bishop, Evangelical Lutheran Church in Canada

cc: The Hon. Nycole Turmel, Interim Leader of the Official Opposition
The Hon. Bob Rae, Interim Leader, Liberal Party
The Hon. Louis Plamondon, chef parlementaire par intérim BQ et porte-parole affaires autochtones
The Hon. Elizabeth May, Leader, Green Party
The Hon. John Duncan, Minister of Aboriginal Affairs and Northern Development
The Hon. Linda Duncan, NDP Critic for Aboriginal Affairs and Northern Development
The Hon. Carolyn Bennet, Liberal Critic for Aboriginal Affairs and Northern Development
Lorraine Rekmans, Green Critic for Aboriginal Affairs
National Chief Shawn A-in-chut Atleo, Assembly of First Nations
Clément Chartier, President, Metis National Council
Mary Simon, President, Inuit Tapirit Kanatami
ELCIC National Church Council

Appendix D

Evangelical Lutheran Church in Canada

302–393 Portage Avenue, Winnipeg, Manitoba R3B 3H6 Canada. www.elcic.ca
Toll free: 1.888.786.6707, Phone: 204.984.9150, Fax: 204.984.9185

December 2011

Dear members of the ELCIC,

We are writing to you today to clear up some misunderstandings about the balloting procedures that took place at the last National Convention. Many of you are unaware of these concerns; however, concerns and some misinformation have been crossing our church in the form of emails. National Church Council addressed these concerns at their meeting in September, however the emails have continued.

The issue centres around confusion about who was responsible for counting ballots at the last National Convention and whether proper procedures were followed in the counting of yes/no ballots for approval of the Social Statement on Human Sexuality and the related motions. Here are some facts to address the questions that have been raised.

1. The *ELCIC Constitution and Administrative Bylaws* stipulate that the Committee on the Conduct of Elections is responsible for all balloting processes.
2. This year, for the first time, volunteer ballot counters were recruited to assist the Committee on the Conduct of Elections as needed. Unfortunately separate terms of reference were not created for the volunteer ballot counters and there was some confusion over their role. This is most unfortunate and will be addressed before the next convention. (**CC-2011-80** That officers of the church review the process of how elections and balloting are conducted at National Conventions, and report to NCC at the September 2012 meeting. **CARRIED.**)
3. The Committee on the Conduct of Elections chose to count the yes/no ballots on their own, since it was such a simple counting process, which was in order.
4. All of the committees of convention have a staff person assigned to them from the National Office. Assistant to the bishop, Rev. Carla Blakley, was assigned to assist the Committee on the Conduct of Elections. She is totally innocent of any suggestions of wrong-doing which have been circulating. These suggestions run counter to Matthew 18:15–17 and are libellous.

5. All of the votes that took place at the convention were conducted in a both legal and appropriate way. We understand that people are disappointed and even angry with the results of the vote, but the conduct of the voting and counting of ballots is not in question.

We hope that this letter addresses these concerns. Any further communication should be sent directly to the National Bishop or the secretary of this church.

In the Advent spirit of hope, love, and peace,

National Church Council

Appendix E

2013 Joint Assembly

Anglican Church of Canada General Synod and Evangelical Lutheran Church in Canada National Convention

Policy on Corporate Sponsorship

Background, Consultation:

The following policy, adapted from a policy approved by the Evangelical Lutheran Church in Canada, was developed jointly by The Anglican Church of Canada and the Evangelical Lutheran Church in Canada.

Rationale:

Revenue diversification is a strong value in the philanthropic world. Corporate and business sponsorship is one way of increasing revenue that has been neglected by the National Church. These sponsorships have the potential of providing additional support for areas of the church's mission, and also explicitly linking corporations and businesses with the ministry of the church in a kind of evangelistic outreach, with financial benefit. It is important to note that there is a considerable difference between corporate and business philanthropy (the act of giving, sharing) and corporate and business sponsorship where money is given with expected benefits returning to the corporation or business.

Policy:

The Anglican Church of Canada (ACC) and the Evangelical Lutheran Church in Canada (ELCIC) affirm the importance of corporate and business sponsorship in supporting activities of the church and of other voluntary organizations. Consequently, the Anglican Church of Canada and the Evangelical Lutheran Church in Canada may solicit corporate and business sponsorships for events, programs and operations.

The Anglican Church of Canada and the Evangelical Lutheran Church in Canada acknowledge the care that it must take in considering corporate and business sponsorships and endorsements. The Anglican Church of Canada and the Evangelical Lutheran Church in Canada may consider in-kind, indirect, and monetary sponsorships. All such sponsorships will be agreed to by both parties in a signed letter of agreement.

The Anglican Church of Canada and the Evangelical Lutheran Church in Canada will publicly express appreciation for these sponsorships and endorsements in appropriate ways. In anticipation of such public acknowledgement, all sponsorships valued at more than \$5,000, or those where exclusivity is offered, must be reviewed by the ELCIC National Bishop and the ACC General Secretary in consultation with appropriate ACC and ELCIC staff, to ensure that acceptance complies with the churches' public policy positions.

The Anglican Church of Canada and the Evangelical Lutheran Church in Canada reserve the right to refuse any corporate or business sponsorship.

Related Procedures:

Recognition of corporate and business sponsors through such vehicles as the website, print materials associated with the event, public announcements etc. will be stipulated in the

agreement. Recognition may include a display of the sponsor's name and logo, a few words of description, and/or a link to the sponsor's website. Additional recognition, if considered appropriate, will depend on the amount of the sponsorship from this and other corporations and/or businesses.

Recognition does not imply endorsement of a sponsor's product, and the sponsor may not suggest such endorsement or use the name of the Anglican Church of Canada or the Evangelical Lutheran Church in Canada for commercial purposes.

Sponsorship agreements will be drafted by a staff member of the ACC Department of Resources for Mission, following a template developed by the department and the ELCIC Director, Finance and Administration.

The agreement will be with the sponsoring corporation or business directly. The agreement will be approved and signed by the General Secretary and the National Bishop or their designates and also signed by the sponsor's representative.

The sponsorship agreement will include:

- The nature and amount of the sponsorship;
- The planned use of the contribution;
- The recognition the sponsor will receive;
- Details about how the sponsor's logo, name and URL may be used;
- Details about how the sponsor may use the name, logo and the URL of the Anglican Church of Canada and the Evangelical Lutheran Church in Canada;
- When the payment will be made;
- The main contacts for the sponsoring organization and the churches;
- If there is an expectation of a report on the use of the sponsorship gift;
- When the agreement will terminate;
- How the agreement may be terminated in advance; and
- Any exclusivity commitment.

Files relating to corporate and business sponsorship will be kept in locked cabinets to ensure privacy.

Display Policy—2013 Joint Assembly—General Synod/National Convention

- Groups, which hold a position contrary to a stated position of the Anglican Church of Canada or the Evangelical Lutheran Church in Canada, will **not** be allowed to exhibit in the Display Area.
- The General Secretary of the General Synod of the Anglican Church of Canada and the National Bishop of the Evangelical Lutheran Church in Canada will have final authority in approving requests from exhibitors and in space assignment.
- Displays will be restricted to pre-assigned spaces. Priority will be given to General Synod/National Convention-related displays.
- Exhibitors will be required to pay fees for display space.
- Literature and other promotional material can be distributed in display areas only.

CODE OF CONDUCT CONCERNING SEXUAL MISCONDUCT FOR PARTICIPANTS AT THE JOINT ASSEMBLY OF GENERAL SYNOD AND NATIONAL CONVENTION Ottawa, July 3–7, 2013

This document outlines our expectations for participant behaviour at assemblies organized by our churches and the consequences for unacceptable behaviour.

SCOPE

All assembly participants (delegates, staff, volunteers, committees, displayers and sponsors) must, as a condition of service, agree in writing to abide by this code of conduct at the assembly and all assembly related social events.

All assembly participants are expected to comply with the established policy on Sexual Misconduct.

Any actions contrary to the church policy will be dealt with swiftly and may include disciplinary action up to, and including termination, as well as legal ramifications when applicable.

PREAMBLE

- The Bible affirms that women and men of all cultures, nations and religions are created equally in the image of God. Each human being has received his or her dignity as a gift of God.
- Fundamental human rights shall be respected without discrimination of any kind and irrespective of social status, ethnicity, colour, religion, gender, sexual orientation, age, marital status, political affiliation, or disability.
- The church recognizes that every person has the right to be treated with dignity and respect as a child of God, and therefore the right to freedom from all forms of sexual misconduct.
- The church has a zero tolerance policy on sexual misconduct. These convictions are shared in the church throughout all its activities. No one should be subjected to sexual abuse, harassment, assault, or exploitation from any participant at events organized by the church. The General Secretary of General Synod and the National Bishop of the ELCIC are the designated authorities responsible for overseeing the administration of this Code of Conduct and are the only media spokespersons with respect to any incident of sexual misconduct.

EXPECTED BEHAVIOUR

- Be considerate, respectful and caring, and refrain from sexual misconduct of any kind.
- Those who hold position of trust or power do not take advantage of or abuse that trust or power.
- Be sensitive to cultural and social differences and practices.
- Refuse any inappropriate gesture or contact. Show that such behaviour is not welcome.
- Do not cross boundaries set by others. If someone indicates “No”, even without words, respect it.
- Be alert to contexts which may encourage unacceptable behaviour for some being in unfamiliar circumstances away from home, for example, or drinking too much alcohol.
- Draw public attention if harassment occurs in public places.

- Share your concern with someone you trust.
- Do not falsely accuse anyone of sexual misconduct.
- Respond at once if you experience, witness, or are accused of sexual misconduct.

WHAT IS SEXUAL MISCONDUCT?

In this policy *sexual misconduct* includes *sexual harassment*, *sexual exploitation* and *sexual assault*.

Sexual harassment means any behaviour of a sexual nature a) that is unwanted or unwelcome or ought reasonably to be known to be unwanted or unwelcome b) that may create a poisoned psychological or emotional environment for those who work in, or participate in any activity of the church

Sexual harassment may involve behaviour that is unintentional as well as intentional. It is defined by its impact on others rather than by the intent of the person engaged in the behaviour. It may consist of a single incident or persistent and repeated behaviour. It may be only verbal innuendo or subtle suggestion. It includes telling or circulating offensive jokes or stories, displaying or circulating offensive material such as pictures, or cartoons, the stereotyping of individuals or groups on the basis of gender or sexual orientation, or persistent unwanted or unwelcome contact after the end of a consensual relationship.

Sexual harassment does not include a) interactions between consenting adults b) consensual relationships c) expressions of affection between friends.

Sexual exploitation may consist of conduct that places or that may reasonably be perceived as placing, or attempting to place, a condition of a sexual nature on any opportunity in any church activity:

- The making of an express or implied promise of reward for complying with a sexually oriented suggestion;
- A reprisal or denial of opportunity, or an express or implied threat of reprisal or denial of opportunity, for a refusal to comply with a sexually oriented suggestion;
- Taking advantage, or attempting to take advantage, of the vulnerability of a person under one's pastoral care or other guidance or leadership; and
- Taking advantage, or attempting to take advantage, of the vulnerable party in a power relationship for pleasure or gain.

Sexual assault means an intentional application of force to another person *without that person's consent*. It also includes an attempt or a threat to apply force to another person. Kissing, fondling and sexual intercourse, in the absence of consent, are sexual assaults.

PRINCIPLES APPLICABLE TO COMPLAINTS

A person against whom a complaint is made will be presumed innocent of the alleged misconduct until it is admitted or substantiated by clear and convincing evidence. Every complaint will be taken seriously and will be processed as quickly as possible. Complaints of sexual assault or abuse of children or other vulnerable persons must be reported to the appropriate authorities as required by law. Complainants and those against whom complaints are made are entitled to seek legal or other counsel. The Officers of the General Synod and/or the Officers of the ELCIC will cooperate in any investigation of a complaint of sexual misconduct by the police or any other external authority.

COMPLAINT PROCEDURES

- All complaints, whether written or verbal, will be investigated and may be resolved either a) informally, between the parties b) with the help of a mediator or c) by any other means directed by the designated authority.
- Throughout the process, pastoral care will be provided to the complainant, and the defendant.
- Confidentiality and discretion will be maintained to the extent possible to protect the innocence and identity of those involved.
- No investigation or mediation will be commenced or continued if an investigation is made by an external authority.

DISCIPLINE

When sexual misconduct is admitted or substantiated, the designated authority, in consultation with the officers of General Synod and/or the Officers of the ELCIC, will determine the appropriate disciplinary action, which can be up to and including expulsion from the assembly and or termination of a position. The designated authorities shall destroy any confidential record when five years have elapsed after both the complainant and the person complained against have ceased to be either employees or volunteers. Anyone who is or has been an assembly participant is entitled to access to any records with respect to complaints made against them.

After reading the policy document carefully, please complete and sign the form below and return to the registrar or the person responsible for your committee or group.

ACKNOWLEDGMENT FORM

**CODE OF CONDUCT CONCERNING SEXUAL MISCONDUCT
FOR PARTICIPANTS AT THE JOINT ASSEMBLY
OF GENERAL SYNOD AND NATIONAL CONVENTION
Ottawa, July 3–7, 2013**

I have read the churches' policy on *Code of Conduct Concerning Sexual Misconduct for Participants at the Joint Assembly of General Synod and National Convention in Ottawa in July 2013*.

I understand that this policy is part of the churches' commitment to ensure the church provides a safe environment for all. I also understand that it is a condition of participation at the Joint Assembly that all participants indicate their adherence to this policy.
As a participant at the 2013 Joint Assembly, I agree to comply with this policy.

Name: _____

Address: _____

City, Province, Postal Code _____

Participant/Committee/Position: _____

Signature Date

Appendix F

2013 ELCIC National Convention Committee on Conduct of Elections

Orientation

The Committee on Conduct of Elections will meet with the National Secretary Murray Walter and (ELCIC Staff Person) on (date and time) in (place) to review procedures for elections of Vice-President, National Church Council (NCC), Group Services Inc. (GSI), Court of Adjudication, and Nominating Committee for the 2013 National Convention.

A meeting with the Local Arrangements Committee (LAC) ballot counters shall take place at (time, place and with whom).

Local arrangement ballot counters shall assist in the **counting of ballots for elections only**.

Other ballots, such as a request from the floor for a secret ballot, shall be counted by the Committee on Conduct of Elections.

In addition, the Committee on Conduct of Elections shall supervise the counting of red and green card votes on the floor of convention.

Procedures

1. The (assigned place) will be used by the Committee of Elections and, as specified above, the LAC ballot counters. The LAC ballot counters will be supervised by a member(s) of the Committee on Conduct of Elections.

2. The number of ballots and the number of names on ballots will determine how the committee must organize itself and break up the work for each set of ballots.

3. Suggested procedure:

- a. Lay out ballots in alphabetical order across several tables.
- b. Count # of ballots per person and record on separate sheet
(1 person to count, 1 to watch, and 1 to record).
- c. Recount to verify (4th person to recount).
- d. Add up total # of ballots cast (this # also includes spoiled ballots).
- e. Verify (responsibility of a member of the Elections Committee).
- f. Calculate # needed for election.
- g. Verify (responsibility of member of the Elections Committee).

4. A report template will be provided for reporting the results of each election. All reports should include the description of the ballot, the total number of ballots cast, the number of spoiled ballots and the number required to elect. In addition, the report is to contain the names of the persons who received votes and the number of votes they received in descending order. **Each category on a multiple ballot is considered a separate ballot.**

Delegates may choose to vote in one category, but not in another. **Separate totals for each category must be noted.** A sample of the reporting required is as follows:

Results of first ballot for Vice-President:

Votes Cast (a)

Spoiled Ballots (b)

Needed to Elect (a minus b times the percentage needed to elect)

Person A 100

Person B 75

Person C 35

5. A copy of the election report is to be stored on the flash drive and brought to the convention office to be printed out. Print out 4 copies (1 for office, 1 for National Bishop, 1 for National Secretary and 1 for Elections Committee). The flash drive also needs to be brought to the A/V technician at the back of the plenary hall who will copy the report onto a laptop for the projection of the results.

6. The committee will also need to prepare ballot forms for subsequent elections. This needs to be done with great care, as an improperly prepared ballot will bring delays to the convention proceedings. The ballots should also be stored on the flash drive and brought to the convention office for printing by the LAC office group.

7. The National Bishop should be notified immediately when results are available along with an indication of when the reports will be ready for distribution and when ballots will be ready for use.

8. The LAC office group will make two copies of the election results for each delegate table and the required number of copies of any ballots. The LAC office group will bring the election results and ballots to the Head Steward.

9. Ballots once counted are to be placed in the large envelopes provided and sealed. The envelope is to be brought to the convention office and left for the Director, Finance & Administration for destruction.

10. The Chair of Convention will call for the stewards to distribute the report of the Committee on Elections following which the chair of the Committee on Conduct of Elections will be invited to present the report. **Elections are declared by the chair**, not by the Elections Committee.

Equipment

One member of the Committee on Conduct of Elections will need to bring a laptop for preparing reports and ballots. A flash drive will be provided to the committee.

Instructions for Election of Officers from Administrative Bylaw Part VIII, Section 3:

In elections by the convention, the following rules shall obtain:

- a. All elections shall be by ballot. In all elections except those of the officers, a majority of the votes cast on any ballot shall elect.
- b. On the first ballot for bishop, three-fourths of the votes cast shall be required for election. Thereafter, only such votes as are cast for persons who have received votes on the first or nominating ballot shall be valid. On the second ballot, two-thirds of the votes cast shall be required for election. On the third ballot, a majority of the votes cast shall elect. On the fourth ballot, the voting shall be limited to five persons receiving the highest vote on the third ballot, and a majority of the votes cast shall elect. On the fifth ballot, the voting shall be limited to the three persons receiving the highest vote on the fourth ballot, and a majority of the votes cast shall elect. On the sixth ballot, the voting shall be limited to the two persons receiving the highest vote on the fifth ballot, and a majority of the votes cast shall elect.
- c. Following the second ballot for bishop, each eligible person receiving one or more votes will be invited to provide a brief biography. These may include congregational membership, degrees earned and honorary, pastorates and other positions held in the church, secular profession or occupation, membership on boards, special committees or agencies. Following the third ballot, those five persons receiving the highest number of votes cast will be invited to address the convention. Following the fourth ballot, those three persons receiving the highest number of votes cast will be invited to respond to questions submitted in writing from the convention delegates and selected by the elections committee. As each responds, the other two will be sequestered.
- d. On the first ballot for an officer, three-fourths of the votes cast shall be required for election. Thereafter, only such votes as are cast for persons who have received votes on the first or nominating ballot shall be valid. On the second ballot, two-thirds of the votes cast shall be required for election. On the third ballot, the voting shall be limited to the four persons receiving the highest vote on the second ballot, and a majority of the votes cast shall elect. On the fourth ballot the voting shall be limited to the three persons receiving the highest vote on the third ballot, and a majority of the votes cast shall elect. On the fifth ballot the voting shall be limited to the two persons receiving the highest vote on the fourth ballot, and a majority of the votes cast shall elect.
- e. The Committee on Elections shall make available to the convention the following information concerning each person appearing on the third ballot for an officer: age, congregational membership, degrees earned and honorary, pastorates and other positions held in the church, secular profession or occupation, membership on boards, special committees or agencies.
- f. In elections of members of the National Church Council, Court of Adjudication, and the ELCIC Group Services Inc. names of the persons receiving the highest number of votes but not elected on a preceding ballot shall be entered on the next ballot to the number of two for each vacancy unfilled.
- g. At no point during the election will any eligible person be permitted to withdraw his or her name from any ballot. Nor will any person be compelled to provide a biography or address the convention.
- h. The result of each ballot in every election shall be announced in detail to the convention by the Committee on Elections.

2013 ELCIC National Convention

Local Arrangements Committee Ballot Counters

Orientation

A meeting with the Local Arrangements Committee (LAC) ballot counters shall take place at (time, place and with whom).

Local Arrangement ballot counters shall assist in the **counting of ballots for elections only**.

Other ballots, such as a request from the floor for a secret ballot, shall be counted by the Committee on Conduct of Elections.

Procedures

1. The (assigned place) will be used by the Committee of Elections and, as specified above, the Local Arrangements Committee (LAC) ballot counters. The LAC ballot counters will be supervised by a member(s) of the Committee on Conduct of Elections.

2. The number of ballots and the number of names on ballots will determine how the committee must organize itself and break up the work for each set of ballots.

3. Suggested procedure:

- a. Lay out ballots in alphabetical order across several tables;
- b. Count # of ballots per person and record on separate sheet (1 person to count, 1 to watch, and 1 to record);
- c. Recount to verify (4th person to recount);
- d. Add up total # of ballots cast (this # also includes spoiled ballots);
- e. Verify (responsibility of a member of the Elections Committee);
- f. Calculate # needed for election; and
- g. Verify (responsibility of member of the Elections Committee).

4. A report template will be provided for reporting the results of each election. All reports should include the description of the ballot, the total number of ballots cast, the number of spoiled ballots and the number required to elect. In addition, the report is to contain the names of the persons who received votes and the number of votes they received in descending order. **Each category on a multiple ballot is considered a separate ballot.**

Delegates may choose to vote in one category, but not in another. **Separate totals for each category must be noted.** A sample of the reporting required is as follows:

Results of first ballot for Vice-President:

Votes Cast (a)

Spoiled Ballots (b)

Needed to Elect (a minus b times the percentage needed to elect)

Person A 100

Person B 75

Person C 35

5. Ballots once counted are to be placed in the large envelopes provided and sealed. The envelope is to be brought to the convention office and left for the director, finance & administration for destruction.

Instructions for Election of Officers from Administrative Bylaw Part VI, Section 3:

In elections by the convention, the following rules shall obtain:

- a. All elections shall be by ballot. In all elections except those of the officers, a majority of the votes cast on any ballot shall elect.
- b. On the first ballot for bishop, three-fourths of the votes cast shall be required for election. Thereafter, only such votes as are cast for persons who have received votes on the first or nominating ballot shall be valid. On the second ballot, two-thirds of the votes cast shall be required for election. On the third ballot, a majority of the votes cast shall elect. On the fourth ballot, the voting shall be limited to five persons receiving the highest vote on the third ballot, and a majority of the votes cast shall elect. On the fifth ballot, the voting shall be limited to the three persons receiving the highest vote on the fourth ballot, and a majority of the votes cast shall elect. On the sixth ballot, the voting shall be limited to the two persons receiving the highest vote on the fifth ballot, and a majority of the votes cast shall elect.
- c. Following the second ballot for bishop, each eligible person receiving one or more votes will be invited to provide a brief biography. These may include congregational membership, degrees earned and honorary, pastorates and other positions held in the church, secular profession or occupation, membership on boards, special committees or agencies. Following the third ballot, those five persons receiving the highest number of votes cast will be invited to address the convention. Following the fourth ballot, those three persons receiving the highest number of votes cast will be invited to respond to questions submitted in writing from the convention delegates and selected by the elections committee. As each responds, the other two will be sequestered.
- d. On the first ballot for an officer, three-fourths of the votes cast shall be required for election. Thereafter, only such votes as are cast for persons who have received votes on the first or nominating ballot shall be valid. On the second ballot, two-thirds of the votes cast shall be required for election. On the third ballot, the voting shall be limited to the four persons receiving the highest vote on the second ballot, and a majority of the votes cast shall elect. On the fourth ballot the voting shall be limited to the three persons receiving the highest vote on the third ballot, and a majority of the votes cast shall elect. On the fifth ballot the voting shall be limited to the two persons receiving the highest vote on the fourth ballot, and a majority of the votes cast shall elect.
- e. The Committee on Elections shall make available to the convention the following information concerning each person appearing on the third ballot for an officer: age, congregational membership, degrees earned and honorary, pastorates and other positions held in the church, secular profession or occupation, membership on boards, special committees or agencies. f. In elections of members of the National Church Council, Court of Adjudication, and the ELCIC Group Services Inc. names of the persons receiving the highest number of votes but not elected on a preceding ballot shall be entered on the next ballot to the number of two for each vacancy unfilled.

- f. At no point during the election will any eligible person be permitted to withdraw his or her name from any ballot. Nor will any person be compelled to provide a biography or address the convention.
- g. The result of each ballot in every election shall be announced in detail to the convention by the Committee on Elections.

Appendix G

**ALTERNATIVE ROUTE FOR ADMISSION TO THE
ROSTER OF ORDAINED MINISTERS
OF THE EVANGELICAL LUTHERAN CHURCH IN CANADA**

PURPOSE

The Alternative Route for Admission to the Roster of Ordained Ministers in the ELCIC is a special program designed to meet the church's need to provide ordained leadership in specific communities who face difficulty in securing Word and Sacrament ministry through the church's regular call process.

In order to meet these needs, existing lay leaders from within such communities or identified from elsewhere in the synod are invited to prepare for ordained service in these settings. The minimum age for such candidates shall normally be 40 years of age or higher. Invitations to the alternative route program are only made in consultation with the community to be served and after there is clear indication that a first call placement will be made available to the applicant.

STEP ONE: ELIGIBILITY AND APPLICATION

Letters of Invitation: The synodical bishop completes an assessment of eligibility based on the Criteria Checklist and then shall confer with and obtain approval to proceed from the Conference of Bishops. The synodical bishop then sends letters of invitation and a description of the program to both the identified candidate and the congregation(s) to be served. Each is invited to send written notification of their intention to participate in this programme.

Filing an application: The applicant forwards registration materials to the Synod Committee for Theological Education and Leadership (CTEL) or Candidacy Committee (CCOM).

Psychological evaluation and career consultation: Applicants are expected to complete a psychological evaluation and career consultation as defined in present policies governing ordination.

STEP TWO: CTEL/CCOM ENDORSEMENT

Initial interview: The chairperson of CTEL/CCOM will arrange for an Initial Interview.

Applicants are expected to identify an accredited ELCIC or ELCA Lutheran seminary where the Basic Theological Education for Ministry requirements will be completed.

Upon review of the registration materials and completion of the initial interview, the CTEL/CCOM decides whether or not to endorse the candidate.

STEP THREE: PROGRAM OF STUDY

In co-operation with the designated seminary, the synod CTEL/CCOM direct and advise the candidate on a suitable program of study. The program of study may include some pre-seminary work depending on the assessment of the committee.

Seminaries reserve the right to deny admission to applicants who are unable to meet the necessary academic or financial requirements.

The Basic Theological Education for Ministry program will include a minimum of 30 credit hours (10 classes) and extends over a minimum of one year (2 semesters); it will include the study of Scriptures, Christian theology, the Lutheran Confessions, church history, worship, preaching, and the policy and practices of the Evangelical Lutheran Church in Canada. These are minimum requirements. In consultation with the seminary, the CTEL/CCOM may specify additional requirements.

In addition to the minimum of one year (2 semesters) of enrollment at a recognized Lutheran seminary, candidates will also be required to complete an internship placement as well as a single unit of Supervised Pastoral Education. In exceptional circumstances, the CTEL/CCOM may waive one or both of these last two requirements.

STEP FOUR: APPROVAL PROCESS

At the completion of the above program of study, the CTEL/CCOM makes its determination regarding the candidate. It may:

- A. Make an immediate recommendation to the Examining Committee.
- B. Make a conditional endorsement specifying further requirements.
- C. Deny endorsement and not recommend to the Examining Committee.

STEP FIVE: EXAMINING COMMITTEE, RECEIPT AND ACCEPTANCE OF CALL

Upon successful examination, the candidate shall be open to call.

The synodical bishop shall then ask the Synod Council to issue a Call to Special Service for service in the congregation(s) identified in the initial application process.

Upon receipt and acceptance of call, the candidate becomes eligible for ordination.

Candidates who have participated in the Alternative Route for Admission to the Roster of Ordained Ministers are not, at any time, eligible to receive calls other than to a synodically issued Call to Special Service.

Alternative Route for Admission to the Roster of Ordained Ministers of the Evangelical Lutheran Church in Canada

Criteria Checklist

The Community *or* Area to be Served:

- Has experienced a lengthy pastoral vacancy that is not able to be filled through regular means. i.e. parish realignment, co-operation with full communion or LWF partners, long-term interim ministry.

The Candidate:

- Shall normally be at least forty years of age.
- Has been identified as a respected leader within their church community.
- Is able to meet this church's application requirements for candidates seeking admission to the Roster of Ordained Ministers of this church.
- Is able to meet the entrance requirements of an accredited ELCIC or ELCA Lutheran seminary for Basic Theological Education for Ministry.
- Is able and willing to serve according to the terms of call as determined by the synodical bishop in consultation with the community to be served.
- Shall meet the criteria for public ministry within a congregation or other ministry of this church, namely:
 - a. evidence of mature Christian faith and commitment to Christ;
 - b. knowledge and acceptance of the Confession of Faith of this church; and
 - c. willingness to meet this church's expectations concerning the personal conduct and behaviour of persons serving in public ministry.

Appendix H



***PROPOSED* MENTOR'S HANDBOOK**
For Mentors of Candidates for Rostered Ministry

Evangelical Lutheran Church in Canada

PREAMBLE

March 14, 2013

This handbook has been developed to provide a tool for those engaged in mentoring a candidate for diaconal or ordained ministry in the ELCIC. It has been adapted from resources of the Lutheran Deaconess Association (LDA), Valparaiso, Indiana. The ELCIC is grateful to the LDA for sharing these resources and for offering permission to adapt them.

The handbook is prepared under the auspices of the ELCIC's Program Committee for Leadership for Ministry (PCLM). PCLM is indebted to members of the diaconal roster for initiating this concern, for seeking out LDA resources as a starting point, and for preparing initial drafts.

PCLM considers mentorship to be valuable for candidates for both diaconal and ordained ministry. In February, 2012, PCLM revised a draft document and circulated it for additional comments. In 2013, PCLM made revisions, and it was adopted by the National Church Council as a resource for the candidacy process.

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A. INFORMATION FOR MENTORS

1. What is mentoring?

Mentoring is a one-to-one relationship, based on mutual trust, respect, openness, and confidentiality in which the mentor, drawing on a fund of experience, offers encouragement, counsel, and guidance.

- The mentoring relationship offers an opportunity to serve each other, following the example of Jesus.
- Building relationship is an ongoing process, changing over time, involving feelings and perceptions from both parties. The hope is for a growing, strengthening, long-lasting relationship.
- Mentoring is a mutual covenant that allows the candidate to be a learner—not a peer. By granting authority to the mentor, the candidate opens up to learning, allowing the mentor to shape and guide, without forcing submission.
- In the relationship, the mentor may be reminded of previous experiences of candidacy or ministry. For the mentor, this is a chance to grow in self-awareness, and to explore doing things differently.

2. Why mentoring?

The education and formation of candidates for rostered ministry, ordained or diaconal, involves more than academic study and skill acquisition. The mentor/candidate relationship is a primary way to support a candidate's development, with a focus on the formation of identity, spiritual growth, aid in grounding and connecting with community (e.g. within the ELCIC diaconal community), and understanding of public ministry.

3. Is it useful for every candidate to have a mentor?

Yes. The *ELCIC Candidacy Manual* recommends that every candidate have a mentor. In some places, mentors are selected by the candidate. In other places a mentor may be assigned or ratified by a synod. It is possible in some situations that a mentor may live in a different synod. A mentor relationship is of potential benefit throughout the candidacy process. Candidates are encouraged to establish a mentor relationship early in the candidacy process. Seminary or synod programs may have particular expectations or recommendations for a mentorship process.

4. How does mentoring benefit the candidate?

Having a mentor offers the opportunity to:

- Openly share personal and professional concerns in a context of confidentiality, and to profit from the mentor's experience through support and encouragement.
- Enhance understanding of the church, one's role in it, and future ministry options.
- Process feedback (affirmation, critique, and challenge).
- Grow in understanding and empathy for self and others.
- Be vulnerable in safe and healthy ways.
- Establish an immediate supportive relationship with at least one rostered minister in our community.

5. How does mentoring benefit the mentor?

Formation is an ongoing process of discernment and responsive service to a world in need of God's care. Mentors are also in a continual formation process of lifelong learning and growth in ministry. Therefore, mentoring is mutually beneficial to the development of both the candidates and the rostered leaders.

Being a mentor offers the opportunity to:

- Make a considerable contribution to the ministry of the church by helping in the process of formation and development of candidates for rostered ministry.
- Develop a significant relationship with a new candidate.
- Grow personally in ability to share pertinent experience and expertise in ministry.
- Renew an understanding of diaconal/ordained ministry through reflection with the candidate.

6. What is the mentor's role?

The mentor:

- Forms a supportive relationship with the candidate through regularly scheduled meetings that work for both the mentor and the candidate.
- Is available to the candidate for conversation; using available methods of communication such as phone and Skype.
- Listens with attention, care and interest, and provides feedback to the candidate; allowing the candidate to grow at his/her own pace.
- Shares, relates, gives feedback, encourages dreaming, has fun.
- Suggests resources for areas where the candidate may need growth.
- Recognizes that the candidate brings diversity from her/his own background.
- Supports and encourages the candidate's discernment and process.
- Encourages discussion around ministry skills, interpersonal skills, knowledge.
- Enhances education requirements, through readings, non-classroom learning, attitude-shaping experiences and preparation for colloquy.
- The mentor is NOT an evaluator, a problem solver, or a lone ranger in the discernment process.
- The mentor is NOT a counselor or therapist. Referral for professional help should be made if the mentor deems that this is needed.
- There is no remuneration for serving as a mentor.
- Candidacy commonly lasts four years or more. Approximately every two years, mentors might consider reviewing their capacity to continue to serve in the mentorship role.
- Mentors may enable candidates to meet diaconal and ordained ministers in your area, in order to hear a variety of perspectives and reflections on ministry, spirituality, theology, and diaconal/ordained community. You might include appropriate local area gatherings of the diaconal community or the ministerial in the mentoring experience.

7. Sample agenda for regular meetings:

Regularly scheduled meetings protect the mentor's time, encourage responsibility, prevent interruptions, and reduce the possibility for problems to build. This allows the candidate to

prepare and use the time wisely. Mentor and candidate will mutually agree on date, time, place, length, frequency, format, and agenda of meetings.

Here's a sample agenda for the meeting:

- What's going on in the candidate's process of preparation?
- Reflect on diaconal/ordained identity.
- Reflect on relationship to community and ministry colleagues.
- The mentor may have experienced some of the same things as the candidate. The mentor may be able to offer insight from his/her experiences, as well as from the perspective of our church's history of diaconal & ordained ministry.
- Praying together.

8. Confidentiality

Be clear about what may or may not be shared with others when topics are confidential. At times, a candidate may wish to disclose private information to his/her mentor before being willing to share it with others. The mentor/candidate relationship may be a safe place to verbalize thoughts and feelings, and to sort out what action to take. If the mentor needs guidance from another person, the mentor must ask for the candidate's permission to share some of the information in order to get guidance.

For issues involving the candidate's health or safety, including emotional issues, the mentor has an ethical responsibility to refer the candidate for additional help and support.

9. Resolving issues between candidate and mentor

Mentor/candidate problem solving:

- Suggest possible actions that might improve the situation. Try it/them. Reflect. Evaluate. Adjust. Move forward.
- Involve the bishop or another designated person as needed.

Mentors maintain contact with other mentors. Share about the process of the relationship. Use other mentors for support. Be committed to the success of this process between yourself and the candidate you mentor.

10. What a candidate and mentor might expect of each other

- Pray for each other.
- Openness to the mentoring relationship, the process, and its benefits.
- Commitment to a professional relationship of mutual trust, respect, and confidentiality in which boundaries are observed.
- Commitment to meet regularly and to respond appropriately to emerging concerns.
- An understanding of the church and its culture, the aims of the seminary curriculum, and the candidacy process.
- Openness to a variety of questions and concerns.
- Non-judgmental empathy and encouragement; honesty about pastoral and/or diaconal ministry, its joys and sorrows.
- Commitment to understand call as an ongoing discernment process.

- Take responsibility for transferring out of mentorship relationship when life situations change.

B. PROGRESSION OF MEETINGS

1. Initially:

- Set the tone. Mentors create an environment where trust is built. Tell your story. Show your faith. Verbalize your care for the candidate.
- Get to know each other. Take several meetings (or emails, phone conversations) to find out basics: family background, where she/he grew up, favourite movies, music, activities. What common ground do you have? How did she/he (and you) find your way to diaconal/pastoral ministry?
- Clarify expectations re mentoring relationship. A safe place for this kind of learning requires openness, hospitality, and boundaries.
- Pray for each other between meetings.

2. First three to four months:

- Build a relationship by telling each other your backgrounds, how you were called to diaconal or pastoral ministry and why you said “yes.”
- Talk about formation events (diaconal, or other) and the experience with other diaconal/ordained ministers.
- Talk about how diaconal/ordained ministers in your area work together, meet, who attends, what they do, etc.
- Learn about the candidate’s ministry interests, learning goals, courses worked on, etc.
- Confirm plans for next meetings.

3. In the middle – sharpening your mentoring skills

- Maintain trust. Stay on track, follow through with commitments, be available and flexible. Maintain confidentiality—and define what kind of information can be shared with anyone, with other mentors, with each other only.
- Be open to learning from the candidate as well.
- Set an agenda at the beginning. Solicit topics from both candidate and mentor. Recognize “teachable moments.” Know the formation goals of the candidate for the coming year.
- Offer your network. Enable the candidate to connect to resources.
- Offer perspective. Help the candidate stay focused on why we’re doing what we do and for whom we’re doing it.
- Listen, and ask purposeful questions. Invite the candidate into self-reflection. “What was going on inside of you when that happened? What were you thinking about?”
- Challenge assumptions, the candidate’s and your own. Encourage and guide. Stretch.
- Improve your own competency to *challenge*. Identify actions or work habits inconsistent with the candidate’s stated goals and commitment. Never *challenge* beyond your own willingness to stay alongside the person and become part of the solution.
- Allow time for candidate’s questions.

4. The next year or two:

- Candidates have a CTCL/Candidacy Committee relater during their studies. Refer candidates to *them* for questions concerning their education and courses, field work/internship, CPE, etc. Remind them that relaters are there to help them achieve their goals for ministry.
- Keep asking what experiences the candidate might need in order to fulfill CTCL/Candidacy Committee requirements. Ask how the candidate plans to get the experience. Remind candidate to make sure courses are the ones needed, and needed ones are offered.
- Offer to hear about the candidate's field work, CPE, or internship, or early experiences in ministry.
- Invite reflections about meetings with other diaconal/ordained ministers.
- Discuss questions about ministry in general, e.g.: "What is a diaconal/ordained minister?" "Am I engaged in servant ministry?" "How am I different than any other service provider?" "How do I need to grow?" "Where is God leading me now?" "How is ministry of Word and Service different from ministry of Word and Sacrament?"
- Midterm, your relationship might have become mutual, so the candidate provides you with support as well. Identify and affirm this quality in the candidate.

5. Mentoring is not for the impatient

- As one of the most effective ways of developing effective Christians, mentoring is also time-consuming.
- Education and formation as diaconal/ordained ministers is a lifelong process. You are beginning a relationship that has time to unfold in this community. Enjoy!

6. Final months

Before colloquy and/or before the end of an intentional mentorship:

- Acknowledge that you both will make a transition from candidate/mentor relationship to colleagues. Identify what might help each of you to make this transition.
- Review and discuss the candidate's statements on community, theology, ministry, and spirituality.
- Plan for the goodbye and send-off. Attend to the natural grief that comes with change.
- Celebrate. You have helped to equip another servant. This candidate is onto another stage of the journey, just as you are.

C. ADDITIONAL GUIDELINES FOR MENTORS

Candidates change. What is needed at the beginning might be different after a year or two in the process. Here are a few challenges:

- The beginning of the process is full of excitement and anxiety. Candidates look forward to being part of a community of caring and common values. After the "honeymoon," some candidates experience a let-down when the reality of work and/or study begin. Your candidate may need help integrating and renewing his/her commitment and decision to enter the education/formation process/ministry.

- As a candidate encounters new insights, Contextual Education challenges, or conflicts within the community, she/he may consider leaving the candidacy process. Be prepared to listen to concerns as the candidate sorts out whether to stay or leave the process.
- Some candidates have leadership skills that have been reinforced for many years. Explore and compare different ways for different contexts—perhaps by stronger/quieter leading, by sharing vulnerabilities, or by being gentle with self and others.
- Ministers are not always united on all points of theology/politics/service. It may be discouraging for candidates new to the experience to see this. How might you help the candidate process what is seen and heard?
- Pre-internship: Preparing for internship can bring its own set of concerns. Some candidates have their hearts set on a particular place. Some have no idea what they want to do. What experience or insight do you have to help a candidate be open to God's direction? What might you share with the candidate to help him/her affirm his/her gifts, possible internship locations, and God's call?
- Complaints come with the territory. Some candidates may resist "following the program." How might you redirect your candidate when needed? How might you manage hearing criticism of the program while being supportive of the process at the same time?
- Experienced mentors can tell you a great deal about challenges. And they can tell you how certain issues were resolved. How will you get connected to people who can help you be an effective mentor to the candidate?

D. SUGGESTED CRITERIA FOR SELECTION OF A MENTOR

1. It must be clearly understood that the mentor is not to function as recruiter for or liaison with the seminary, nor in the capacity of professional counsellor, nor in any way as a liaison with the Candidacy Committee, CTCL or the Examining Committee.
2. Any pastor or diaconal minister on a roster of the ELCIC is eligible to serve as a mentor with the exception of someone connected with the Candidacy Committee, CTCL or in a position of evaluating the candidate such as a professor or contextual placement supervisor. Some candidates may find an effective mentor from a partner church.
3. When choosing a mentor, the candidate should look for:
 - Experience of pastoral and/or diaconal ministry and/or of life.
 - Willingness to enter into a relationship of mutual trust and respect and to take the time to serve as a mentor and to be accessible to the candidate in that capacity.
 - An empathetic and encouraging but also challenging individual who can be honest about pastoral and/or diaconal ministry, its joys and sorrows.
 - Commitment to the candidate as a person in the process of discerning a call to and aptitude for pastoral or diaconal ministry.
 - Ability to discern when a candidate needs to be referred for professional help.
 - Trustworthiness, especially regarding confidentiality.

Appendix I

The Evangelical Lutheran Church in Canada

National Church Council Governance Manual

First Approved Council, March 2006
Amendment GS 2.12 Approved Council, September 2008
Amendments Approved Council, March 2009
Amendments Approved Council, March 2010
Amendments Approved Council, September 2010
Amendments Approved Council, April 2011
Amendments Approved Council, March 2013

The Evangelical Lutheran Church in Canada National Church Council Governance Manual

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GOVERNANCE STRUCTURE

GS 1 Operating Principles

1. Vision

The council's primary responsibility is to "cradle the vision," that is, nurture, uphold and support the vision of this church, that is, to be a Church *In Mission for Others*.

2. Values

The Scriptures, as the highest authority in this church, are understood as the traditional repository of the gospel.

Lutheran doctrine and practice constitute this church's highest values. The central authority of the gospel, expressed in the doctrine of justification by grace through faith, is the core of its proclamation and the spirit of its practice. This doctrinal position is preserved in the writings of the *Lutheran Confessions* and forms the basis for proclamation and sacramental practice. Lutheran tradition further values theological education for ordained and lay members, rational theological discourse and a healthy balance between the gospel of grace and the civil use of the law.

In order that this church might remain in conversation and communion with other churches, it is understood that ecumenical work is intrinsic to this church's self-identity.

This church's structure is constitutionally defined and characterized by clarity of definition between the roles of congregations, synods and this church. Decision-making occurs in a representative manner with a high degree of accountability to the constituency. Diversity of experience and opinion is viewed in a positive light so that this church's processes are designed to be inclusive and receptive.

This church shall deal with its stakeholders in a manner reflecting the values of respect, justice, ethical behaviour and honest communication.

3. Mission

All functions and decisions of the council shall grow out of or be in response to this church's mission.

The mission of this church, as an expression of the universal Church and as an instrument of the Holy Spirit, is to bring the gospel of Jesus Christ to people in Canada and around the world through the proclamation of the Word, the administration of the sacraments and through service in Christ's name.

4. Governance

The council shall spend its time and energies on governance, leaving management to the National Bishop and staff.

5. Forward thinking

The council shall direct the majority of its thinking into the future—planning and leading, rather than reacting to issues.

6. Diversity and Unity

The rich diversity in composition and opinion on this council is valued and the need to find a common voice is understood. Decisions will be reached without censoring dissent or pretending unanimity. Once a decision has been reached, the council shall speak with one voice.

Council members shall deal with each other in a manner reflecting the values of respect, justice, ethical behaviour, honest communication and transparency.

7. Discernment

The council shall be precise regarding the nature of information needed to inform its decisions.

8. Quality Improvement

The council shall evaluate its effectiveness with respect to the operating principles using such tools as necessary and make changes as needed.

GS 2 Code of Conduct for Council Members

Council members are expected to live under grace and the Word to conduct themselves in an ethical and professional manner. This includes proper use of authority and appropriate decorum in group and individual behaviour that models the values of affirmation, involvement, and servant leadership at all times.

- Council members shall be loyal to the mission of this church, a loyalty which supersedes any special interests or any personal interest of any council member acting as an individual. This loyalty requires council members to conduct themselves in a manner that presents this church in a positive light, taking no personal action that will undermine this church or its actions.
- Council members shall adhere to the Conflict of Interest Policy of this church.
- Council members shall not attempt to exercise individual authority over this church except as explicitly set forth in council policies.
- Council members' interaction with the National Bishop or with staff shall recognize the lack of authority in any individual council member or group of members.
- Council members' interaction with the public, media or other entities shall recognize the same limitation and the similar ability of any council members to speak for the council.
- Council members shall not judge the performance of the National Bishop or staff except as that performance is assessed against explicit council policies by the official process.
- Council members shall deal with outside entities or individuals, with staff and with each other in a manner reflecting respect, justice, ethical behaviour and honest communication.

GS 3 ROLES**GS 3.1 Role of the Council**

The role of the council is to direct and govern this church through the process of governance. It designs its own governance policies, creates and maintains the Strategic Plan, delegates management authority to the National Bishop and monitors performance and measures results.

The main focus of the council is on strategic planning. The basic strategic question for the council to answer is, "What services shall this church deliver to which people in what places and in what order of priority?"

Monitoring risk management and compliance with limitations and expectations policies, measuring strategic results achieved by management, satisfying regulatory requirements of the charity and fulfilling the council's responsibility to all its stakeholders completes the council's role in governance.

GS 3.2 Role of the Committees

The council may establish Standing and Ad Hoc Committees to assist the council in carrying out its responsibilities. Standing Committees shall be chaired by a member of Council. Ad Hoc Committees may be chaired by any member of the committee. These committees shall receive written relationship descriptions from council.

Council Standing Committees shall be comprised only of council members unless otherwise specified. Standing Committees are established for the biennium. Council Standing Committees support the council policy development function by:

- Advising the council on areas or issues of specific expertise or interest;
- Gathering information related to policy issues;
- Providing reports to council with sufficient background and information to allow the council to make an informed decision;
- Planning in the areas of each committee's mandate;
- Monitoring the National Bishop's compliance with the council's limitations and expectations policies related to their mandates;
- Identifying indicators by which strategic results can be measured; and
- Measuring strategic results in the areas of the committees' mandates.

Council Standing Committees are described in the *Council Handbook*.

The Council may establish Ad Hoc Committees. Ad Hoc Committees of the council:

- May include members who are not on council;
- Shall be disbanded once the specific tasks assigned have been completed.

In fulfilling its responsibilities, a Council Committee may not:

- Speak or act for the council except when formally given such authority for specific and time-limited purposes. Such authority shall be carefully stated so that it does not conflict with authority delegated to the National Bishop;
- Advise the National Bishop unless invited by the National Bishop to do so; and
- Exercise authority over staff who may be assigned to work with a specific committee.

GS 3.3 Role of the Council Chair

Pursuant to this church constitution, the National Bishop is the chair of the council.

The role of the chair is to lead the process of decision-making. The chair shall be objective and impartial and shall not lead the discussion to a predetermined conclusion. The chair shall not make or second a motion, speak for or against a motion.

For any agenda item where he/she wishes to express a personal opinion the chair may relinquish the chair to the vice-president or, in the absence of the vice-president, another officer before the agenda item begins.

The chair shall ensure that each council member has ample opportunity to give an expression of his/her own opinion and shall ensure that no council member dominates the discussion or demonstrates inappropriate behaviour.

GS 3.4 Role of the Individual Council Member

The primary role of the individual council member is to participate in the process of governance. Council members study information and decision-making materials, participate in discussion and debate and share in the decision-making process by reaching consensus or voting.

Individual council members have no authority to act on behalf of this church as individuals except by specific delegation from the council.

GS 4 RELATIONSHIP DESCRIPTIONS

GS 4.1 Council/Convention Relationship Description

1. AUTHORITY

The ultimate source of all the council's authority is this church in convention.

The council's sources of moral authority are the stakeholders of this church and the appropriate government agencies and departments. Those stakeholders include primarily the congregations and strategic partners of this church and various government authorities, which grant this church its legal, operational and charitable status.

The council's source of strategic/operational authority is this church in convention.

The council's sources of legal/regulatory authority are the provincial and federal authorities where this church is registered and where its services are delivered. This church has regulatory authority in matters of doctrine and this church's polity.

2. LIMITATIONS OF AUTHORITY

The council may not cause or allow this church to be in violation of the civil laws in the countries where it is registered and operates.

The council may not cause or allow this church to be in violation of its own constitution and bylaws.

3. RESPONSIBILITIES

The responsibilities of governance of the council are to:

- Design and maintain the council's structure and governance processes;
- Provide strategic leadership in identifying this church's values, beneficiaries and services, vision, mission and priorities;
- Delegate management authority and responsibility to the National Bishop; and
- Monitor risk management and performance and measure strategic results.

4. EXPECTATIONS

The expectations of the council are described in its Strategic Plans and in the annual strategic goals.

In fulfilling its strategic responsibility the council shall seek and follow the direction of this church in convention, in its strategic planning process and in its governance of the strategic mission and priorities.

5. ACCOUNTABILITIES

The council is accountable to the convention of this church and to the provincial and federal governments.

The council's accountability shall be exercised by the submission of required documentation to civil authorities and by clear and true reporting to this church in convention.

GS 4.2 Council Member/Council Relationship Description

1. AUTHORITY

The council member is authorized by virtue of his/her election to the council.

The council shall provide costs of council meetings, including travel and accommodation, members' liability insurance, materials and resources for orientation and training.

2. LIMITATIONS OF AUTHORITY

Without specific authority from the council, an individual council member may not:

- Speak on behalf of the council or ELCIC;
- Enter into any legal or financial agreement on behalf of this church; and
- Give management direction to the National Bishop or the National Bishop's staff.

3. RESPONSIBILITY

The responsibility of each council member is to:

- Participate in the governance process of the council;
- Share in the responsibilities of the council as defined in the council/convention relationship description; and
- Represent accurately and support the official positions and decisions of the council when interacting with the stakeholders and the public.

4. EXPECTATIONS

Each council member is expected to:

- Participate in an orientation to the council, including the bylaws, the constitution, the *Governance Manual* and Strategic Plan of this church;
- Read reports and study materials provided for preparation of council meetings;
- Attend all council meetings and meeting of committees of which he/she is a member or to indicate to the council or committee chair the reason for his/her inability to attend;
- Participate actively in discussion and the decision making process; and
- Display personal conduct that reflects the values of this church.

5. ACCOUNTABILITIES

Accountability in this relationship is mutual.

The council is accountable to the council member for providing the authorization and resources required for the successful realization of the responsibilities of the position.

Each council member shares in the council's accountability to the stakeholders for achieving strategic results and in governing this church with due diligence and integrity and to civil governments for compliance with all relevant laws and regulations.

Each council member is accountable to the council and to the government regulatory body under whose laws this church is registered, for handling the finances of this church with integrity.

The council member is accountable to the council for performance with respect to the negotiated expectations and for compliance with the limitations of authority of the position.

Each council member has the right and obligation to raise concerns and suggest agenda items through the National Bishop.

GS 4.3 Vice-President/Council Relationship Description**1. AUTHORITY**

The vice-president is elected by convention. The vice-president is also the vice-president of council.

2. LIMITATIONS OF AUTHORITY

In the fulfillment of the responsibilities of this position the council vice-president may not:

- Take any action not authorized by the council;
- Direct the decision making process towards any specific outcome;
- Give management direction to the National Bishop or the National Bishop's staff; and
- Cause or allow the council to be in violation of the limitations of its authority.

3. RESPONSIBILITY

The vice-president shall:

- Preside at the general convention of this church upon the request of the National Bishop;
- Convene the council, in the event of the death, resignation or incapacity of the National Bishop, to provide for the discharge of the National Bishop's duties pending the election of a new National Bishop at a regular or special convention of this church;
- Perform the additional duties prescribed in the constitution, administrative bylaws and resolutions of this church; and
- Chair the council at the request of the National Bishop.

4. EXPECTATIONS

The expectations of this position shall be negotiated in the biennial review of the officers and shall include:

- Preparing for and attending every meeting of the council;
- Ensuring a flow of all relevant governance information to the council members; and
- Conduct that is consistent with the values of this church.

5. ACCOUNTABILITIES

Accountability in this relationship is mutual.

The council is accountable to the vice-president for providing all the authorization, and resources required for the successful realization of the responsibilities of the position.

GS 4.4 Council Secretary/Council Relationship Description**1. AUTHORITY**

The secretary is elected by the convention. The secretary is also the secretary of council.

The council secretary is authorized by the council to record its actions and decisions in the official minutes.

The council shall provide the council secretary with the material resources required for that process, including the authorization to appoint or employ a recording secretary for the purpose of taking minutes during the council meetings and conventions.

2. LIMITATIONS OF AUTHORITY

In the fulfillment of the responsibilities of this position the council secretary may not:

- Record any action not authorized by the council;
- Give management direction to the National Bishop or the National Bishop's staff; and
- Cause or allow the council to be in violation of the limitations of its authority.

3. RESPONSIBILITIES

The responsibilities of the council secretary are to record or cause to be recorded and prepare or cause to be prepared for distribution, the minutes of the council and, similarly; to record or cause to be recorded and prepare or cause to be prepared for distribution, the official minutes of the convention.

4. EXPECTATIONS

The expectations of this position shall be negotiated in the biennial review of the officers/council relationship and shall include:

- Preparing for and attending every meeting of the council;
- Ensuring that all decisions are documented accurately in minutes, policies and other documents;
- Ensuring a timely flow of all relevant information to the council members, including council minutes and changes to the documents of the council; and
- Conduct that is consistent with the values of this church.

5. ACCOUNTABILITIES

Accountability in this relationship is mutual. The council is accountable to the secretary for providing the authorization, resources, affirmation, involvement, and servant leadership required for the successful realization of the responsibilities of the position.

The secretary is accountable to the council for performance with respect to the negotiated expectations and for compliance with the limitations of authority of the position.

The components of this working relationship shall be reviewed at predetermined intervals at the initiation of the council and shall include a:

- Review of the authorization and resources provided and values expressed to the secretary;
- Review of the secretary's performance towards expectations of the responsibilities of the relationship;
- Negotiation of expectations for the next planning period; and
- Review of the authorization and resources required for the next period.

GS 4.5 Council Treasurer/Council Relationship Description

1. AUTHORITY

The treasurer is elected by the convention. The treasurer is the treasurer of the council.

The treasurer shall be authorized to serve as the chair of the Finance Committee. The council shall provide the committee chair with the material resources required for that position.

2. LIMITATIONS OF AUTHORITY

In the fulfillment of the responsibilities of this position the council treasurer may not:

- Give management direction to the National Bishop or the National Bishop's staff; and
- Cause or allow the council to be in violation of the limitations of its authority.

3. RESPONSIBILITIES

As chair of the Finance Committee the treasurer shall lead the process of:

- Monitoring the finance-related Limitations and Expectations Policies;
- Monitoring the management of finance-related risk; and
- Evaluating and developing the finance-related policies.

4. EXPECTATIONS

The expectations of this position shall be negotiated in the biennial review of the officers/council relationship and shall include:

- Preparing for and attending every meeting of the council and Finance Committee;
- Ensuring a flow of all relevant information to the council and Finance Committee members;
- Ensuring that all decisions are documented accurately in minutes, policies and other documents;
- Ensuring that the council's expectations of the committee are fulfilled;
- Making monitoring reports of the financial affairs of this church to the council; and
- Conduct that is consistent with the values of this church.

5. ACCOUNTABILITIES

Accountability in this relationship is mutual. The council is accountable to the treasurer for providing the authorization, resources, affirmation, involvement, and servant leadership required for the successful realization of the responsibilities of the position.

The treasurer is accountable to the council for performance with respect to the negotiated expectations and for compliance with the limitations of authority of the position.

The components of this working relationship shall be reviewed at predetermined intervals at the initiation of the council and shall include a:

- Review of the authorization and resources provided and values expressed to the treasurer;
- Review of the treasurer's performance towards expectations of the responsibilities of the relationship;
- Negotiation of expectations for the next planning period; and
- Review of the authorization and resources required for the next period.

GS 4.6 Finance Committee/Council Relationship Description

1. AUTHORITY

The Finance Committee shall be appointed for the biennium by the council and shall function with the authority of the council within the terms of its relationship.

Membership shall consist of not less than three and not more than five members, at least three of whom shall be members of the council, and at least one member of the committee shall have accounting or related financial management expertise.

A quorum shall be a majority of members.

2. LIMITATIONS OF AUTHORITY

The committee shall advise the council on matters of finance. The committee may not, without additional authorization by the council:

- Manage the day-to-day operations of this church;
- Give management direction to the National Bishop or the National Bishop's staff;
- Monitor management performance not covered in financial limitations policies; and
- Request reports not required for the monitoring of financial limitations policies.

3. RESPONSIBILITIES

The committee shall:

- Review financial limitations and expectations policies of the Office of the National Bishop and recommend changes to the council;
- Monitor financial limitations and expectations policies in accordance with the monitoring schedule;
- Receive action plans from the National Bishop when financial limitations and expectations policies are violated and report significant violations to the council; and
- Review financial reports submitted to regulatory agencies.

4. EXPECTATIONS

The committee shall meet not less than three times per year.

Members of the committee are expected to attend all meetings of the committee.

The committee shall provide copies of the financial limitations policy monitoring reports to each council member in a timely manner.

5. ACCOUNTABILITIES

The committee shall report the following to the council:

- Dates of meetings and committee member attendance;
- Summary of financial policy recommendations for the year; and
- Summary of monitoring of financial limitations policies.

GS 4.7 Audit Committee/Council Relationship Description**1. AUTHORITY**

The Audit Committee shall be appointed by the council for the biennium and shall function with the authority of the council within the terms of its relationship.

Membership shall consist of three persons, at least two of whom shall be members of council. All members of the committee shall be financially literate and at least one member of the committee shall have accounting or related financial management expertise.

Each member appointed to the committee shall be independent of management of this church; members of the Audit Committee shall be considered independent of this church if they have no relationship to this church that may interfere with the exercise of their independence from management and this church. No officer shall be a member of the committee.

The council shall appoint the chair of the committee from among the members of the committee who are members of the council. A quorum shall consist of a majority of the members of the committee.

2. LIMITATIONS OF AUTHORITY

The committee shall assist the council in fulfilling its responsibility to the stakeholders, potential stakeholders, and investment community relating to corporate accounting, reporting practices of this church, and the quality and integrity of financial reports of this church. In so doing, the committee shall maintain free and open communication between the council, the independent auditors, the treasurer, and the financial management of this church.

The committee may not:

- Manage the day-to-day operations of this church;
- Give management direction to the National Bishop or the National Bishop's staff; and
- Monitor management performance not covered in the Audit Committee responsibilities.

3. RESPONSIBILITIES

The Committee shall:

- Review this Relationship Description at least annually and report the results of this review to the council.
- Review and recommend annually to the council the independent auditor to be selected to audit the financial statements of this church and its divisions and subsidiaries.
- Have a clear understanding with the independent auditors that they are ultimately accountable to the council, which has the ultimate authority in deciding to engage, evaluate and, if appropriate terminate their services.
- Meet with the independent auditors and financial management of this church to review the scope of the proposed audit and the procedures to be utilized, the adequacy of the independent auditor's compensation and at the conclusion thereof review such audit or review, including any comments or recommendations of the independent auditors.
- Review with the independent auditors, the treasurer, and financial and accounting personnel, the adequacy and effectiveness of the accounting and financial controls of this church, and elicit any recommendations for the improvement of such internal controls or particular areas where new or more detailed controls or procedures are desirable. Particular emphasis should be given to the adequacy of internal controls to expose any payments, transactions, or procedures that might be deemed illegal or otherwise improper.
- Provide sufficient opportunity for the treasurer and independent auditors to meet with the members of the Audit Committee without members of management present. Among the items to be discussed in these meetings are the independent auditors' evaluation of the company's financial, accounting and auditing personnel and the cooperation that the independent auditors received during the course of the audit.
- Review reports received from regulators and other legal and regulatory matters that may have a material effect on the financial statements or related compliance policies of this church.
- Inquire of management, the treasurer, and the independent auditors about significant risks or exposures and assess the steps management has taken to minimize such risks to this church.
- Receive, prior to the meeting with the auditors, a summary of findings from completed internal audits and a progress report on the proposed internal audit plan, if any, with explanations for any deviations from the original plan.
- Receive the quarterly financial statements, and review the quarterly financial statement with financial management and the independent auditors, to determine that the independent auditors do not take exception to the disclosure and content of the financial statements, and discuss any other matters required to be

communicated to the Audit Committee by the auditors. The chair of the committee may represent the entire committee for purpose of this review.

- Review the financial statements contained in the annual report to stakeholders with management and the independent auditors, to determine that the independent auditors are satisfied with the disclosure and content of the financial statements to be presented to the stakeholders. Review with financial management and the independent auditors the results of their timely analysis of significant financial reporting issues and practices, including changes in, or adoptions of, accounting principles and disclosure practices, and discuss any other matters required to be communicated to the committee by the auditors. Also review with financial management and the independent auditors their judgments about the quality, not just accountability, of accounting principles and the clarity of the financial disclosure practices used or proposed to be used and particularly, the degree of aggressiveness or conservatism of the church's accounting principles and underlying estimates and other significant decisions made in preparing the financial statements.
- Report the results of the annual audit to the council. If requested by council, invite the independent auditors to attend the full council meeting to assist in reporting the results of the annual audit or to answer other council members' questions.
- Review the report of the Audit Committee in the annual report, disclosing whether or not the committee had reviewed and discussed with management and the independent auditors, as well as discussed within the committee (without management or the independent auditors present), the financial statements and the quality of accounting principles and significant judgments affecting the financial statements. In addition, disclose the committee's conclusion on the fairness of presentation of the financial statement in conformity with GAAP based on those discussions.
- Review the church's disclosure in the statement for its meeting of stakeholders that describes that the committee has satisfied its responsibilities under this Relationship Description for the prior year. In addition, include a copy of this Relationship Description in the annual report to stakeholders at least triennially or the year after any significant amendment to the Relationship Description.
- On an annual basis, obtain from independent auditors a written communication delineating all their relationships and professional services as required by Independence Standards Board Standard No. 1, Independence Discussions with Audit Committees. In addition, review with the independent auditors the nature and scope of any disclosed relationships or professional services and take or recommend that council take appropriate action to ensure the continuing independence of the auditors.
- Submit the minutes of all meetings of the committee to council and present recommendations of the committee to council as circumstances require.
- Investigate any matters brought to its attention within the scope of its duties with the power to retain outside counsel for this purpose if, in its judgment, that is appropriate.
- Receive a report at least annually from the chair of the Audit Committee on compliance activity performed as the compliance officer for this church.
- Assist the compliance officer as required to investigate and resolve any complaints or allegations received as a result of the Employee Protection Policy.

4. EXPECTATIONS

The committee shall meet at least twice per year.

5. ACCOUNTABILITIES

The committee shall report to council all matters as indicated in the Responsibilities section above.

GS 4.8 Governance Committee/Council Relationship Description

1. AUTHORITY

The Governance Committee is a committee of council members which is appointed by the council for the biennium for the purpose of helping council achieve effective governance.

Membership of the Governance Committee shall consist of no less than three and no more than six members, all of whom shall be members of council.

A majority of members shall constitute a quorum.

2. LIMITATIONS OF AUTHORITY

The committee shall advise the council on matters of governance. The committee may not, without additional authorization by the council:

- Manage the day-to-day operations of this church;
- Give management direction to the National Bishop or the National Bishop's staff;
- Monitor management performance not covered in the *Governance Manual*; and
- Request reports not required for the monitoring of governance policies.

3. RESPONSIBILITIES

The committee shall:

- Advise council respecting its governance practices;
- Identify for council inconsistencies between the *Governance Manual*, the constitution of this church, and bylaws and other documents and recommend changes;
- Review the *Governance Manual* with council at the March meeting every second year in cooperation with the council chair;
- Governance Committee shall provide *Governance Manual* orientation for new council members; and
- Ensure that evaluation of the council and the National Bishop are carried out as required.

4. EXPECTATIONS

Meetings will be held at least once per year at the call of the chair. Members of the committee are expected to attend all meetings of the committee.

5. ACCOUNTABILITIES

The Governance Committee shall be accountable to council.

The Governance Committee shall report at least annually to council the following:

- Dates of meetings and committee members present; and
- Decisions, actions and recommendations of the committee.

GS 4.9 Faith, Order and Doctrine Committee/Council Relationship Description

1. AUTHORITY

The Faith Order and Doctrine Committee shall be appointed for the biennium by council and shall function with the authority of the council within the terms of its relationship.

Membership shall consist of nine members. The membership shall include: one member of council, one synod bishop, one professor or theologian of this church recommended by each seminary, one rostered diaconal leader, one parish pastor, two lay persons and a representative of the Anglican Church of Canada.

Council shall provide resources as necessary to complete any tasks assigned.

A quorum shall be a majority of committee members.

2. LIMITATIONS OF AUTHORITY

The committee shall advise council on matters of faith, order and doctrine. The committee shall not:

- Deal with process issues;
- Be considered legislative; and
- Receive request or referrals from convention, the Conference of Bishops, individuals or any other entity other than council.

3. RESPONSIBILITIES

The committee shall:

- Receive issues referred by council for study and reflection;
- Meet to determine a course of action, and / or to develop an ad hoc task force that would study the issue referred;
- Report on the important theological understandings concerning the issue, and raise any questions that would be important to consider; and
- Recommend to council further study or action.

4. EXPECTATIONS

The committee shall meet as required by referrals from council. The committee may do its work by electronic means.

Members of the committee are expected to attend all meetings of the committee.

The committee shall report its findings to council in a timely manner.

5. ACCOUNTABILITIES

The committee shall report the following to the council:

- Dates of meetings and committee member involvement;
- Concise summary of the presenting issue; and
- Relevant theological and scriptural considerations on the issue.

GOVERNANCE PROCESSES

The governance processes are divided into four separate areas. They reflect the four distinct areas of responsibility of the council.

GP 1 COUNCIL PROCESSES

In these processes the word “shall” means the action is required. The word “may” means the action is optional.

GP 1.1 Election of Council Members, and Officers

Council members and officers are elected by the convention in a manner consistent with the *ELCIC Constitution and Administrative Bylaws*. The removal of council members and officers is also prescribed in these documents.

GP 1.2 Regular and Extraordinary Council Meetings

The National Church Council shall normally meet twice a year in March and September. The dates, venue and duration of the council meetings during a biennium shall be determined at the first meeting after the National Convention. Changes to dates, venue and duration may be made by majority vote at any time before the meeting being changed.

The National Bishop, in consultation with the officers, may call additional meetings. An additional meeting must be called if requested by a majority of council members in writing or by email. There shall be a minimum of 48 hours between the notice of meeting and the meeting itself.

When unusual circumstances require a decision of the council and time is of the essence, the National Bishop may call a meeting of the council using real-time electronic media (teleconference, video conference, internet, etc.) or an email vote. In cases where discussion is required or preferred, real-time electronic media shall be used. In cases where information is relatively straight forward, decisions may be reached by email vote.

Any minutes of the committee meeting when included in the material distributed for a council meeting either in the docket in advance of the council meeting or at the council meeting itself, are received for information by virtue of having been distributed.

GP 1.3 *In Camera* Sessions

An *in camera* session may be requested by any council member at any time. The council may move to an *in camera* session by simple majority of the members present.

The purpose of an *in camera* session is to have a free and open discussion, or to transmit material that should not appear in the public minutes of the meeting due to a requirement for sensitive or confidential handling. Meetings shall be held *in camera* when confidential matters are raised. *In camera* sessions should be confined to issues such as:

- Personnel matters involving named individuals;
- Claims and potential claims by or against this church;
- Advice to or from a second (institutional) party concerning a (institutional) third party; and
- Those items that are sensitive in nature or that may have a material impact on this church.

Only council members, the synod bishops, and the recording secretary shall be present during an *in camera* session. Others such as lawyers, consultants or pertinent staff may be included with the agreement of the council.

Actions taken in an *in camera* session are to be minuted. The minutes are to be approved by a subsequent *in camera* session.

In camera decisions may be moved to the public record as appropriate in a subsequent *in camera* session by a majority decision of the council.

Where an *in camera* session matter directly affects a person who would otherwise be present at that session, that person shall excuse him/herself during consideration of that matter. The decision of a majority of the council shall be definitive in interpreting this provision.

To maintain a spirit of openness and transparency, *in camera* sessions shall be used as infrequently as possible.

GP 1.4 Committee of the Whole

If the council determines that an unconstrained discussion is required, it may enter Committee of the Whole by ordinary resolution. Only council members and advisory members shall be present at Committee of the Whole except when it chooses to invite others. Committee of the Whole may forward resolutions to the council for decision but may not take decisions in the name of the council. Minutes of a Committee of the Whole session shall not be kept.

GP 1.5 Council Meeting Preparation

The council chair shall prepare a proposed agenda.

An information docket, including the agenda, shall be delivered to each council member not less than fourteen days before the meeting.

GP 1.6 Meeting Procedures

The chair shall determine the protocol for the presentation of information and for discussion by council members. In order to determine the need for and the content of the motion, discussion may occur on a subject before a specific motion is made and seconded. Motions shall be made and seconded before debate on the subject of the specific motion may begin. The motion shall be recorded by the recording secretary and may be read aloud before discussion commences.

Amendments or substitute motions or changes in wording require a motion and a second after the original motion has been seconded. The amendment motion to substitute or to change wording shall be decided by vote before the amended, substituted, or modified motion is put to the vote.

Any minutes of any committee meeting, when included in the material distributed for a council meeting, either in the docket in advance of the council meeting, or at the council meeting, are received for information by virtue of having been distributed.

Unless otherwise specified in this *Governance Manual*, meeting procedures shall follow the most recent edition of *Bourinot's Rules of Order*.

GP 1.7 Real-time Electronic Meetings—Excluding E-Meetings

- An agenda shall be distributed in advance of the meeting and only the agenda items shall be discussed.
- Documentation shall be distributed with the agenda to ensure that council members may make an informed decision.
- Participants shall be given as much advance notice of the meeting as possible, preferably at least 7 days, but not less than 48 hours, and shall be contacted in advance to ensure a quorum will be available. Time, date and procedure shall be clarified.
- At the beginning of the meeting, roll call shall be taken to be recorded in the minutes.
- The council chair shall ensure that time is used efficiently and that all participants have opportunity to express their views.
- All action shall follow normal procedures. Time shall be taken to allow everyone's vote to be noted so that a clear decision is reached.

- Minutes of the meeting shall be recorded, approved and distributed following the procedure for normal meetings.

GP 1.8 Email Meetings (E-Meetings)

Protocol

The council may conduct an official meeting of the council via e-mail (E-meeting) for the purpose of transacting business on behalf of this church.

E-meetings shall not be initiated unless each member of the council has a functioning computer equipped with a modem, email software and connectivity to the other participants.

No E-meeting shall exclude any member of the council unless that member has excused himself from the E-meeting.

An E-meeting shall have no more than one agenda item. The agenda item shall appear in the subject line of each e-mail exchanged during the meeting.

In order to reach a decision a motion shall be made and seconded. Discussion of the motion shall follow. When the vote is called by the chair, each council member shall record his/her vote for or against or his/her decision to abstain from voting.

Each E-mail meeting shall have a beginning date/time and an end date/time established at the beginning of the E-meeting. The E-meeting may conclude before the established end date/time or may be extended to another specific end date/time by the chair or at the request of any two council members.

Minutes of the E-meeting shall be circulated and approved at the next meeting of the council.

The Role of the Council Chair

The council chair shall:

- Initiate each E-meeting, acting alone or at the request of a majority of council in writing;
- Establish each E-meeting with an identifying code, agenda name, beginning and ending date/time;
- Ensure that e-mail addresses of all participants are current and that all e-mails related to the E-meeting are addressed to all participants; and
- Announce the outcome of the decision-making process of the E-meeting within five days of the end date of the E-meeting.

The council chair may:

1. Negotiate an alternative to initiating an E-meeting when one is requested by a majority of council in writing, and
2. Involve the guest participation of a non-council member, e.g. specialist, legal counsel, etc. The council chair shall determine the beginning and end of such participation and shall declare the same to all participants.

The Role of Council Members

When an E-meeting is called, each council member shall:

1. “Sign in” to the chair at the call of an e-meeting before the published beginning time/date to indicate participation in the E-meeting;
2. Participate in every E-meeting even if only to say that he/she has no comment; and
3. Vote on the motion or indicate his/her decision to abstain from voting.

GP 1.9 Consensus and Voting

Decisions may be made by consensus. A simple majority is required to pass a motion, unless otherwise specified by the governing documents.

A motion may be passed to conduct the voting by secret ballot.

The chair has the right to vote on any motion. In the event of a tie or equal vote, the motion is lost.

GP 1.10 Conflict of Interest

If any council member has any personal or corporate interest in any matter other than the best interest for the welfare of this church, there is a potential conflict of interest.

The Role of the Council Member

Each council member shall:

- Examine the council agenda for conflicts of interest;
- Notify the chair before the meeting of the potential conflict;
- Declare the conflict at the beginning of the meeting where the matter appears on the agenda; and
- Abstain from discussion and voting on the agenda item and excuse her/himself from that portion of the meeting.

The Role of the Council Chair

The chair shall:

- Advise the council of any conflicts of interest that have been declared;
- Call for conflicts of interest at the beginning of each meeting;
- Determine whether the council member is in conflict in the matter; and
- Determine the role of the council member during the discussion of an agenda item in which there is a potential conflict.

The Role of the Council

In cases where the conflict is unclear or undeclared the council shall:

- Decide whether the matter should be handled as a conflict of interest;
- Decide the appropriate course of action to deal with an undeclared conflict; and
- Record the conflict and related actions in its minutes.

GP 1.11 Conflict Resolution

The council shall follow the guidelines for conflict resolution contained in Matthew 18:15–17 and 1 Corinthians 6:1–8. Thus the principles of any conflict resolution process shall include the following:

- A forgiving spirit on the council's part shall be the foundation of any conflict resolution process;
- The process shall begin with direct negotiation and proceed to mediation and arbitration as required;
- The process shall be fair and transparent and shall seek to uphold the dignity of all persons; and
- The process shall seek justice first and reconciliation second, recognizing that justice is necessary in order to achieve reconciliation.

This policy addresses the following potential conflicts:

- Conflicts in which the council is directly involved;

- Conflicts within the council;
- Conflicts between the council and persons or groups within this church (congregations/staff/volunteers); and
- Conflicts between the council and persons or groups outside this church.

GP 1.12 Governance Manual Reviews

The *Governance Manual* shall be reviewed regularly. This review shall be led by the Governance Committee.

GP 1.13 Strategic Plan Reviews

The Strategic Plan shall be reviewed on a regular basis.

GP 1.14 Council Member Expenses

Council meeting venue costs, council member travel costs and the cost of accommodation at council meetings or retreats are the responsibility of this church.

GP 1.15 Minutes, Recording, Distribution, Approval

The council minutes are the only official record of council action. Only decisions and actions recorded in the official minutes shall be considered as official action of the council. Decisions and actions not recorded in minutes shall not be considered official.

Draft minutes may be posted to this church's website after review by the officers.

The council secretary shall submit the council minutes to the council chair in a timely manner following the council meeting. The chair shall authorize their distribution to the remaining council members.

The minutes shall be approved at the next council meeting and shall become the official record of action taken at the previous council meeting.

GP 1.16 Staff and Guest Attendance

The chair may invite others to attend meetings of the council as guest observers, presenters or participants.

Permission to speak or participate in discussion shall be the prerogative of the chair.

GP 1.17 Relations with the Media

The National Bishop or his/her designate has the authority to issue media releases and respond to issues raised by the public. The National Bishop is authorized to speak on behalf of the council and this church.

In the event that the National Bishop is not available for response, the council may designate a spokesperson on behalf of the council.

GP 2 STRATEGIC PLAN

The church operates against a Strategic Plan. This plan sets the direction for the church and allows council and management to make decisions on allocating resources.

The council is responsible for the development and monitoring of the Strategic Plan. The Strategic Plan shall be reviewed regularly and updated no less than every five years.

GP 2.1 Strategic Planning Process

Consideration of all stakeholders is a vital component to a Strategic Plan. All members of council and senior staff should be involved in the development of the plan. The plan should be written in a style which allows for the measurement of success of each action.

GP 2.2 Components of the Strategic Plan

GP 2.2.1 Vision

Vision is a statement of what we want the future effect of the services of this church to be. It is challenging and expresses the hope for the future that lies just beyond the strategic planning “horizon”.

GP 2.2.2 Mission

The mission statement is the expression of the strategic purposes this church uses to achieve its vision.

GP 2.2.3 Strategic Goals

Strategic goals are the priority areas of focus to meet the vision and mission of the church for the planning period.

GP 2.2.3.1 Strategies and Action Plans

Each strategic goal is supported by multiple strategies which are stated as action items. Each of these strategies is carried out through a series of activities or tactics.

Council shall monitor progress against the goals and strategies by reviewing a work plan in a format such as this:

GOAL I					
STRATEGY	HOW	ACTIVITY	STATUS	RESPONSIBILITY	TIMING
Strategy 1	Action 1				
	Action 2				
Strategy 2	Action 1				
	Action 2				

GP 2.2.4 Measurement

At each council meeting, the bishop will report on progress against the Strategic Plan and point out areas where adjustments to the plan may be needed. Council may approve these adjustments as appropriate.

Toward the completion of the planning period, council shall evaluate effectiveness of each of the strategies, discuss their vision for the next five year planning period, and agree on new Strategic Goals, taking into account the evaluation of the past plan.

GP 3 DELEGATING AUTHORITY AND RESPONSIBILITY TO THE NATIONAL BISHOP

The council delegates all authority and responsibility for management of this church's infrastructure and for fulfilling the strategic mission and goals to the National Bishop. The council shall instruct the National Bishop of all limitations of the authority and expectations of responsibility being delegated in written Limitations/Expectations Policies.

The council shall hold the National Bishop accountable for all performance related to the management of this church's infrastructure and for performance of strategic mission and priorities. S/he is also accountable for compliance with limitations of authority and expectations of responsibility.

The council shall request all information for strategic planning, monitoring performance and measuring results for this church's infrastructure directly from the National Bishop, who may delegate the requests to the appropriate staff members.

GP 3.1 National Bishop/Council Relationship Description

1. AUTHORITY

Following election by this church at a regular convention, the National Bishop functions with authority from the council and shall be the chief executive officer of this church, and an ex officio member of all committees of this church.

The National Bishop has full authority to discharge all duties and obligations of that office as mandated in the constitution, the bylaws and by resolution of council.

The council shall provide budgeted resources required for the successful fulfilment of the responsibilities of the position.

Resources provided to the National Bishop include paid and volunteer human resources, financial resources for operations, and a personal compensation package.

2. LIMITATIONS OF AUTHORITY

The National Bishop operates within the parameters of the:

- The National Bishop's Limitations/Expectations Policies;
- Strategic Plan agreed by the council; and
- Limitations of legal and regulatory authorities.

3. RESPONSIBILITIES

It is the National Bishop's responsibility to lead the processes of planning, resource development and management of this church. Specifically s/he shall:

- Serve as this church's leader and counsellor by providing pastoral leadership to synods and Conference of Bishops and counsel to synods, conferences, congregations, and rostered ministers of this church;
- Provide the council with the organizational information it needs for its governance responsibilities, including strategic planning, infrastructure, resource development, monitoring performance, and measuring strategic results;
- Develop and maintain healthy relationships between ELCIC and its stakeholders;
- Act in accordance with the Strategic Plan and the National Bishop's Limitations and Expectations Policies;
- Develop the human and financial resources needed for the success of the mission;

- Manage the human and financial resources of this church and its infrastructure to achieve the strategic goals of this church; and
- Act as the official spokesperson of this church to the stakeholders and the public.

4. EXPECTATIONS

The expectations of the responsibility for this position are contained in the:

- Constitution, administrative bylaws and corporate bylaws of this church;
- *Governance Manual*; and
- Strategic Plan,

The National Bishop of this church is also expected to:

- Seek to preserve the peace and order of this church;
- Call, convene and preside over its conventions;
- Speak publicly and witness for the gospel on behalf of this church;
- Manage the officers and executive staff;
- Coordinate the work of its committees;
- Represent this church at meetings of partners and recognized independent organizations;
- Convene meetings of the Conference of Bishops;
- Serve as the primary representative of this church in all inter-church associations and councils in which it holds membership;
- Perform the additional duties prescribed in the constitution, administrative bylaws and resolutions of this church;
- Attest to all official documents of this church as may be required;
- Report to the council and this church in convention all significant matters affecting the mission and ministry of this church;
- Model and promulgate this church's values;
- Maintain and develop teamwork at all levels of this church; and
- Seek to ensure that the relationships between this church and its stakeholders are open and cooperative.

5. ACCOUNTABILITIES

Accountability in this relationship is mutual. The council is accountable to the National Bishop for providing the authorization and resources required for the successful realization of the responsibilities of the position.

The National Bishop is accountable to the council for performance with respect to the negotiated expectations of the position within the limitations of authority of the position and for behaviour consistent with the values of this church.

The components of this working relationship shall be reviewed at the initiation of the council and shall include a:

- Review of the authorization and resources provided and values expressed to the National Bishop;
- Review of the National Bishop's performance towards expectations of the responsibilities of the relationship including the progress towards council's strategic goals and the National Bishop's tactical goals; and
- Review of the authorization and resources required for the next year, including plans for personal development.

GP 3.2 Sabbatical Policy for the National Bishop

Sabbatical leave policy for the National Bishop shall be as follows:

A three-month sabbatical leave is available in the second year of the second term (term being four years) of continuous service in leadership of this church.

Expectations:

- Approval for sabbatical leave shall rest with the council who will ensure that qualified person(s) are available to handle the necessary work during the full period of the sabbatical.
- Plans for sabbatical leave shall be presented by the National Bishop to council at least six months prior to the proposed leave.
- Remuneration during the sabbatical leave is set at 100 per cent of salary, with pension and benefits paid in full.
- Sabbatical leave is understood as a rest, a break from the demands of work and routine, a time to be refreshed and renewed. It is not required that a course of study be undertaken during this time, although this is not precluded.

GP 3.3 National Bishop's Limitations and Expectations Policies

Limitations and expectations policies are the means by which clear limitations of the authority and expectations of responsibilities are established.

Under exceptional circumstances, the National Bishop may deem it necessary to contravene a limitations policy set by the council. The National Bishop shall inform the officers of the breach as soon as possible. This does not exempt the National Bishop from subsequent accountability to the council for the action.

GP 3.3.1 Financial Planning**Limitations**

With respect to financial planning, the National Bishop may not plan for the expenditure of more operating or capital funds than are reasonably projected to be received in the year(s) included in the plans.

Expectations

With respect to operational and financial planning, the National Bishop is expected to enable the council to fulfil its fiduciary responsibilities and maintain its integrity in financial matters. Accordingly, the National Bishop is expected to create a tactical and financial plan which:

- Is complete, for the next year, within one month before the end of the fiscal year;
- Complies with the Strategic Plan and priorities in its allocation of resources;
- Contains enough detail to enable accurate monitoring, including accurate projections of income and expenditure, the separation of capital and operating items, cash flow and audit trails; and
- Each budget shall approve an amount for contingency not to exceed 7 per cent of the budget.

GP 3.3.2 Financial Conditions

Limitations

With respect to operating this church in a sound and prudent financial manner the National Bishop may not allow this church to be put at risk financially, or cause the council members to be in violation of their responsibilities. Accordingly, without additional authorization from the council, s/he may not:

- Indebt this church in an amount greater than the approved line of credit;
- Expend more operational funds than have been received in any financial year to date unless the foregoing debt guideline is met;
- Expend funds on operations not included in the Strategic Plan; and
- Use any long-term reserves.

Expectations

With regard to the management of this church's finances, the National Bishop shall:

- Maintain all of this church's accounts in a timely manner in compliance with generally accepted accounting practices;
- Maintain the level of cash needed to settle payroll and debts in a timely manner;
- Receive and disburse funds under controls sufficient to meet prudent business standards;
- Make tax payments and other government ordered payments accurately and within the allowable time limits;
- Notify the council in a timely manner of any financial event which could affect the financial security of this church;
- Provide a plan for regaining compliance immediately upon discovery that the financial condition violates these limitations and expectations; and
- Continue to comply with the Financial Planning policy in any revision of the plans.

GP 3.3.3 Capital Expenditures

Limitations

With respect to proper control of capital expenditures the National Bishop may not incur capital expenditure:

- In excess of funds specifically given as restricted funds;
- For items which are required for the operating expenses of this church;
- Which, while otherwise fulfilling the two foregoing, exceed \$50,000 per expenditure; and
- Make any expenditure over \$10,000 without putting the expenditure to tender.

Expectations

This policy is monitored with the National Bishop's expectations.

GP 3.3.4 Asset Risk Management

Limitations

With respect to proper management of this church's risk and care of this church's assets, the National Bishop may not risk losses beyond those necessary in the course of daily operations. Accordingly, the National Bishop may not:

- Allow any one individual to have complete authority over a financial transaction; and
- Disburse funds to him/herself; acquire, encumber or dispose of real property; allow the disposal of assets at less than market value; and sell or dispose of assets of a value in excess of \$10,000 without written approval of another signing authority.

Expectations

Additionally, the National Bishop is expected to:

- Insure against theft, fire or liability losses to a prudent level, including liability insurance for the council members and the National Bishop;
- Ensure the proper use and maintenance of the assets of this church;
- Maintain an inventory and a security system to ensure adequate safeguards to prevent loss, damages or theft of property;
- Enter into any agreement for services with sufficient proof by the contractor of acceptable standards of operation and insurance coverage to mitigate risk;
- Maintain net assets at or above a level sufficient to meet this church's liabilities; and
- Plan for the replacement of depreciating capital assets.

GP 3.3.5 Restricted or Designated Funds**Limitations**

With respect to the restricted funds and assets the National Bishop may not spend restricted funds for a purpose other than that for which they were restricted.

Expectations

The National Bishop is expected to consult the donor, when possible, before disposing of or moving restricted assets outside of the restriction.

GP 3.3.6 Banking Operations

In order that the council may comply with its responsibility regarding the operation of bank accounts the National Bishop may not, except as authorized by the council:

- Open, close or amend a bank account in the name of this church whether or not the process for opening, closing or amending requires a copy of a resolution passed by the council members to be presented to the bank prior to the account's being opened, closed or amended; and
- Enter into a loan or overdraft agreement on behalf of this church.

GP 3.3.7 Relationships with Staff**Limitations**

In relating to staff and volunteers the National Bishop may not:

- Impose work expectations on any staff that have not been successfully negotiated;
- Discriminate among employees on other than clearly individual job-related performance and/or qualifications;
- Allow performance criteria to be imposed on staff that have not been previously stated and agreed;
- Subject staff to working conditions that are unsafe or unhealthy; and
- Engage in employment practices counter to church and government standards and requirements.

Expectations

In relating to the council, staff, volunteers, and other stakeholders, the National Bishop is expected to demonstrate the values of this church. In relating to staff and volunteers the National Bishop is also expected to:

- Operate with a written staff personnel manual that is current;
- Provide relationship descriptions; negotiated, agreed to and confirmed work expectations; and regular relationship appraisals for paid and recurring volunteer positions;
- Provide a consistent, fair and open recruitment, selection and promotion process;
- Provide adequate financial compensation for the level of responsibility a staff member holds;
- Inform staff of significant policies and guiding principles of this church or significant changes affecting this church;
- Ensure respect for confidentiality;
- Provide opportunities for skill maintenance and development;
- Respond to staff and volunteer concerns promptly;
- Prevent any form of harassment and provide recourse for individuals who believe they are suffering from harassment; and
- Ensure compliance with the Employee Protection Policy.

GP 3.3.8 Communication and Advice to the Council

The National Bishop is expected to:

- Advise the council of relevant trends, significant external and internal changes, particularly changes in the assumptions upon which any council policy has been previously established;
- Gather points of view, issues and opinions from internal and external sources as needed for fully informed council decisions;
- Submit the required monitoring data in a timely, accurate and understandable fashion, directly addressing provisions of the council policies being monitored; and
- Present information in a concise and succinct fashion.

GP 3.3.9 Administration

The National Bishop shall be guided by the governance documents of this church and the limitations and expectations set by the council, by the policies approved by the council as set out in the *Governance Manual* and the *Personnel Policy Handbook*. Subsidiary policy development in a staff personnel manual and implementation is delegated to the National Bishop.

Recognizing that the council bears the ultimate responsibility for the operations of this church, the council supports the principle of delegation to the National Bishop so that the council might be free from operational matters.

Limitations

The National Bishop, in the course of conducting his/her duties, shall not cause or allow any practice, activity, decision or organizational circumstance which is unlawful, imprudent, or in breach of Christian principles, commonly accepted business practices, or professional ethics.

Expectations

The National Bishop is expected to operate with administrative regulations and administrative procedures to assure operational/administrative continuity and consistency.

GP 3.3.10 Investments

Investments shall be made in accordance with this church's investment policy.

GP 3.3.11 Professional and Ethical Standards

As a pastor of this church, the National Bishop is expected to live out the expectations of ordained ministers as set out in the documents of this church as well as all legal, moral and ethical expectations of this church and the laws of Canada

GP 4 MONITORING AND MEASURING

GP 4.1 Monitoring Strategic Plan

The council shall monitor the effectiveness of the Strategic Plan at each meeting.

GP 4.2 Monitoring the National Bishop's Limitations/Expectations

The council shall perform the monitoring of the National Bishop's compliance with the limitations of authority and expectations of responsibility unless the monitoring is delegated to the committee in whose area the limitations of authority apply.

The council shall monitor a given policy in one or more of the following ways:

Internal Report

- Disclosure of compliance information to the council from the National Bishop.

Internal Audit

- Discovery of compliance information by a designated council member, a committee of the council or the council as a whole. This is an inspection of organizational documents, activities or circumstances which allow a "prudent person" test of policy compliance. The council shall determine which method of internal audit shall be used and shall implement the procedures to do so.

External Audit

- Discovery of compliance information by an impartial person(s) such as an external auditor or inspector selected by and reporting directly to the council. Such reports assess the National Bishop's performance against policies of the council, not of the external party unless the council has previously indicated that party's opinion to be the standard.

GP 4.3 Monitoring Schedule

The council or the appropriate committee shall establish and maintain a schedule of the monitoring process. They shall be monitored at least once during the biennium at the direction of the council.

Meeting 1—The September meeting following a biennial convention

- The National Bishop shall lead an orientation for council including orientation to the *Governance Manual*;
- Council shall receive the report of the performance review of the council and committees; and
- Council shall review progress against the Strategic Plan.

Meeting 2—The March meeting in a non-convention year

- The National Bishop shall lead council in a review of the Strategic Plan;
- Council shall receive the report of the officers monitoring the National Bishop's performance; and
- Council shall prepare for the review of officers/council relationship.

Meeting 3—The September meeting in a non-convention year

- Council shall receive the report of the review of the officers/council relationship.

Meeting 4—The March meeting prior to a biennial convention

- Council shall prepare for the review of performance of council and standing committees; and
- Council shall receive the report of the committee monitoring the National Bishop's performance.

GP 4.4 Measuring Strategic Results

The council shall measure the strategic results of its efforts to fulfil its mission and priorities.

GP 4.4.1 Measuring Process

The council shall measure the progress toward the strategic goals on an annual basis as part of the strategic planning process. On the basis of this measurement and evaluation of strategic results the council may make revisions to priorities and strategic goals for the following year.

GP 4.5 Monitoring Council Performance and Relationship Reviews

The council shall have its own performance reviewed, and shall monitor the performance and shall complete relationship reviews for the National Bishop and the committees to which it has delegated authority and responsibility.

The performance shall be reviewed at predetermined intervals at the initiation of the source of authority and shall include:

- Review of the authorization and resources provided and values expressed by the source of authority to the recipient;
- Review of the recipient's performance towards expectations of the responsibilities of the relationship;
- Negotiation of expectations for the next planning period; and
- Review of the authorization and resources required for the next period.

Copies of all annual relationship reviews shall be distributed to all members of the council.

GP 4.5.1 Council Governance Review

The council shall set aside a specific period of time within the biennium to discuss and monitor the council's performance in governance.

The review of the performance of the council and its standing committees shall be initiated by the officers.

GP 4.5.2 National Bishop/Council Relationship Review

The National Bishop/Council Relationship shall be reviewed by a committee appointed by the council in accordance with GP 4.3. The format for and content of this review of this relationship is documented in GP 4.5 above.

GP 4.6 Accountability to Civil Authorities

The council shall ensure that all documents required by the government are filed in accordance with the laws of the civil authorities.

The council shall further ensure that this church complies with all the laws of the province/country in which this church is registered and works.

GP 4.7 Accountability to the Convention

The council shall report fully and accurately the strategic results to each regular convention of this church.

Appendix Definition of Terms

Advisory Members—synod bishops serve as advisory members to council. Although they have no voting privileges, they are otherwise responsible for upholding the council member council relationship as described in GS 4.2.

Authority—the first component of a relationship. Authority at any level in the organization is always limited by the person or group who is delegating authority to others. In the Relationship Model the circle of authority includes authorization, resources, and competencies. Power, when used in a positive sense, is synonymous with authority.

Authorization—one of three components of the circle of authority along with resources and competencies. Authorization may be thought of as having “the keys to the car.” It is delegated by the source of authority at the point of hiring and ends when the working relationship ends.

Beneficiaries—the groups of people whom the members through the council choose to serve. Beneficiary groups may be described by their type and by their geographical location. Direct beneficiaries are distinguished from stakeholders who are indirect beneficiaries of the mission.

Biennium—the period between two biennial conventions.

Committee—a group designated by the council to assist the council with the development of governance policies and with monitoring the council compliance with the limitations policies of the council. Committees have a singular responsibility to assist with governance and have no responsibility for management except by special authorization from the council.

Committee of the Whole—an informal meeting of the council at which the council functions as an advisory group. No official action or minutes shall be taken when the council is in session as a Committee of the Whole.

Consensus—a decision-making in which the council agrees without a vote on a decision or a course of action. Consensus may be unanimous, if every council member agrees with the decision. Consensus also exists when some council members agree with the decision while others prefer a different decision but express a willingness to support the decision of the majority or plurality. Consensus is not achieved when one or more council members do not agree to support the decision of the majority or plurality. In this case the decision-making process must default to a vote by the council members present.

Council—the governing body of this church. Elected by delegates in convention, the council receives its authority through the decisions and directions of convention. Responsibilities include designing and implementing its own structure and process, directing strategic priorities, delegating management authority and responsibility to the staff, and determining results by measuring and monitoring.

Governance Manual—the name of the manual that describes the values, structure, and process of governance for the council. This manual is within the authority of the council to approve and revise as necessary.

Ex officio—a member of body (committee or council) by virtue of holding another office. Ex officio members have the same rights as other members of the body.

Expectations—one of two secondary components of a relationship. Expectations are associated with responsibilities and are usually expressed in the form of goals. The quality of expectations may be expressed as minimum standards and standards to which we aspire.

Goals—an expression of the expectations of responsibility. Goals may be strategic or tactical and are always negotiated by the source and the recipient of delegated authority to assure the balance between authority and responsibility.

Governance—the process by which the council maintains control of its responsibility. Governance involves designing council structure and process, directing strategic priorities, delegating authority and responsibility, and measuring and monitoring results. The council is accountable to the stakeholders for achieving strategic results and to the appropriate government agency or department for remaining within the limitations of civil law.

Governing Documents—the *ELCIC Act*, the *ELCIC Constitution*, the *ELCIC Administrative Bylaws*, the *ELCIC Corporate Bylaws*

Limitations—the limiting and defining element of delegated authority. Defining limitations to authority eliminates the need for returning to the source of authority repeatedly for permission to act.

Management—the process by which the National Bishop and staff transform the strategic direction of the council into services and programs that benefit the stakeholders. Management is accountable to the council both for strategic results and for remaining within the limitations of authority.

Minutes—the official record of the council containing the result of the governance process in the form of policies and strategic decisions, as well as exceptional management decisions.

Mission—a term given to the statement that contains the core reason for this church's existence.

Policies—Policies are the expression of the council decision-making process. There are four types of policies:

1. Council structure and process,
2. Strategic direction,
3. Delegating authority and responsibility to the National Bishop, and
4. Council accountability (monitoring and measuring).

Responsibility—responsibilities within an organization are typically described in a Committee Terms of Reference or an individual job description.

Strategic—describes the focus of the council's responsibility, the "what" of the council by defining the value, beneficiaries and the needs to be addressed, vision for the future, purpose and priorities and allocation of funds. The result of all the council's strategic direction to the staff is contained in the Strategic Plan of the organization.

Tactical—describes the focus of management responsibility, the "how" of the council, including the development and management of programs for delivering the services directed by the council, the process of budgeting and financial management and the management of staff and volunteers.

Values—a complex set of convictions held by the members of the council. Values include many levels: core beliefs and personal values, interpersonal relationship values and organizational values. The values that appear in the Strategic Plan are organizational values.

Vision—a futuristic and idealistic view of what can result from realizing the mission of this church. A vision stays just beyond the strategic planning horizon, drawing, encouraging and challenging the organization towards its potential. The focus is on the difference that this church will make in the world, not on the organization itself.

Appendix J**Future of Theological Education Task Force Report**

The Future of Theological Education in the ELCIC Task Force (FTE) was created by the National Church Council (NCC) in September of 2011. The mandate of the Task Force is to:

- *Identify the issues surrounding the future of theological education in the ELCIC, Propose a National model for theological education to address these issues;*
- *Assess the capability and role of the seminaries in implementing such a model, taking into consideration their complex financial, accreditation, academic and accountability requirements;*
- *Report back to the National Church Council, including in this report a list of the steps and enabling motions which would be required to implement such a national model; and*
- *Consist of one representative from each synod and that the synods have conversation to have diverse representation, one representative from WLS, one representative from LTS, one representative from PCLM, one representative from the Association of Theological Schools (non-Lutheran, Canadian), and a chairperson to be named by the National Officers.*

The members of the Task Force were:

Chairperson: Sabine Fischer
 BC Synod: Alan Lai, replaced by Rosalene Saleski
 Synod ABT: Dittmar Mundel
 SASK Synod: Andrea Wagner, replaced by Yvonne Petry
 MNO Synod: Dave Saude
 EAST Synod: Michael Pryse
 LTS: Jann Boyd
 WLS: David Pfrimmer
 PCLM: Annemarie MacIntosh
 ATS: Barbara Mutch

National Bishop Susan Johnson attended the first meeting and one conference call, and Rev. Paul Gehrs provided staff support to the task force.

The task force met face-to-face twice, in January 2012 and again in January 2013. There were also three conference call meetings in 2012.

Each member of the task force has a passion for mission, for the church as the body of Christ and for education. It was easy to ponder what we did not know about the issues facing theological education, to dream of research that might be done, to share hopes for mission and to articulate possible ways for theological education to enrich the life and ministry of this church. In seeking to be faithful to NCC's mandate, the task force regularly reviewed how to focus this work.

As we met, we became aware of other important conversations taking place regarding theological

education. The Lutheran World Federation held a Consultation on Theological Education in October 2012 in Wittenberg, Germany. The deans of ELCA and ELCIC seminaries have been meeting to discuss changes and opportunities for collaboration in theological education. We are mindful that both Lutheran Theological Seminary (LTS) and Waterloo Lutheran Seminary (WLS) are making significant changes to their master of divinity program curricula based on changes to the accreditation standards of the Association of Theological Schools and in discussions with other schools.

The task force discovered an abundance of issues facing theological education, and became aware of the complexity of the governance structures that interact in theological schools. The task force understands that the governance of seminaries within the ELCIC is the responsibility of synods and their board of governors and faculty. Likewise, seminaries are accountable to universities, accrediting bodies, governments, and others who contribute to support their programs. As such, matters of adaptation to the changing context will need to be addressed in a variety of circles.

NCC has responsibility for National Standards, and its primary expression of these standards is the *Candidacy Manual*. Healthy communication and encouragement for various partners in theological education is a valuable expression of NCC's leadership. These aspects of leadership will less easily be crafted into formal motions. The goal of this report is to support NCC in its faithful leadership of the ELCIC, as we seek together to be a church *In Mission for Others*.

THEOLOGY OF MINISTRY

Vocation: ... The place God calls you to is the place where your deep gladness and the world's deep hunger meet. Frederick Buechner¹

‘What do we mean by ministry?’ We need to revisit this important question if we are to understand the kind of “theological education” this church will require. This is not a question easily answered. Beyond the task force, there needs to be ongoing conversation across the church in every expression of our life together. It must be shaped by a key question, “What is our compelling articulation of the gospel that invites people to a life of discipleship?”

Ministry is the call of Jesus to the whole people of God and not just those who have been ordained or consecrated. Traditionally, this has been described as the “priesthood of all believers,” and more recently as the “diaconhood of all believers.”² The Spirit blows where it wills. The body of Christ needs people who take symbols of grace and invites everyone into this faith conversation. People speak of Jesus and of the cross being a theology of change. When Peter hesitates on the need for the way of the cross, Jesus speaks to him most bluntly. We die to be renewed. Faith is the beginning of a fully and deeply committed life of discipleship.

Theological education touches every aspect of the church's life and participation in God's mission.

¹ Frederick Buechner, *Wishful Thinking*, New York, Harper and Row, 1973. Page 95

² Final Statement, LWF global consultation on “The Diaconal Ministry in the Lutheran Churches,” Sao Leopoldo, Brazil, 2–7 November, 2005.

Theological education in support of ministry is the responsibility of the entire church. This sense of responsibility needs to be encouraged and furthered at all levels of this church's life. Theology has been described as "faith seeking understanding." A core question is "How does faith understand what ministry is about?"

The ELCIC authorizes **two forms of public ministry**. The Roster of Ordained Ministers is a list of those persons called to a ministry of Word and Sacrament. The Roster of Diaconal Ministers is a list of those persons called to ministry of Word and Service. These trained, accountable and authorized leadership roles are understood as a means to support participation by all the baptized in God's mission to the whole world.

A **primary leadership need** is for energizing people to actually undertake ministries that are engaging their communities and the world around us. Sometimes, efforts by church structures to adequately prepare people for ministry, and to adequately evaluate people's capacity for ministry, feel like they do more to talk about ministry than they do to energize for ministry.

We need to recognize that rostered ministry is both a calling and a profession and as such, we must ensure that those we do authorize for rostered leadership must meet the highest standards. This is a matter of both public credibility and effective church leadership. More attention needs to be given to identifying and affirming the examples and stories of those who are doing ministry.

It is possible to **think of theological education as a broad process**, that is both lifelong and part of the life of the church, in all its expressions, as we seek to faithfully make disciples through processes of formation.

CHANGING CONTEXT FOR MINISTRY

You gotta know the territory. The Music Man.

Be wise as serpents and innocent as doves. Jesus. (Matthew 10:16)

The context for ministry is always changing. Today, the magnitude, complexity, and pace of these changes are dramatically altering the context for ministry and presenting the church with the challenge of making large scale adjustments.

We live in a globalized world driven largely by a singular economic world view. We live in an increasingly militarized world that resorts to the use of force and violence too quickly. We live in an ecologically fragile world where the human environmental foot print threatens the human species and the planet itself. We live in a country of great abundance and opportunity but we struggle for a sense of national purpose. We live amidst the paradox of optimism and pessimism in a world where hope eludes many.

We live in a world and in a Canada that is quite different from when Lutherans first came. Ministry in Canada increasingly is undertaken within complex currents that while not particularly new, challenge this church's commitment to be *In Mission for Others*. As this church has observed in the *Evangelical Declaration*³,

We understand that the present reality of the world involves significant changes in our society, economy and culture. Technological innovations, globalization, economic and political uncertainties, and shifting morals and values have increased the sense of insecurity for many people. We further understand that the needs of the world and our opportunities for mission are found on our doorsteps and not simply at a distance.

We believe that the reality of Christ is that God promises to be with us unconditionally in the midst of the changes in our world. The church is called to name those things that cause us to be less than human. The church is called to proclaim the truth of the gospel to others and to live according to it as a community. The church is called to stand in solidarity with, and to welcome into its midst, all those who are marginalized because of sin and who experience injustice. The cross of Christ stands opposed to any ideology that treats people as commodities or proclaims that people can earn salvation by hard work or positive thinking.

Today our ministry is challenged by the changing nature of families, by decreasing participation rates in church and other social organizations, by the multicultural multi-faith reality that is directly impacting Canadian cities as well as indirectly many rural areas, by an aging population, and a host of other dynamics. **Understanding the “world's needs” is crucial** to understanding the demands of ministry today. The future of theological education will require greater attention to developing a collective understanding of the issues facing people, families, communities, cultures, and the planetary community itself.

Even as the task force carried out its work, the **context in the ELCIC** was changing. Decisions by synods in conventions in 2012 changed the path of the structural renewal process for this church. LTS declared a financial emergency and needed to lay-off faculty; an incarnation of the concerns that led to the creation of the FTE task force.

Another aspect of our context is the **low number of candidates for rostered ministry** in the ELCIC. This stresses theological education in a number of ways, including anxiety about future leadership needs, reduced tuition and grants for schools, few learning peers, and a lack of diversity in gifts, experience, and culture. There is a sense that the lack of candidates is a sign of low morale and failed enthusiasm for the gift of our faith.

Two general themes emerge when discussing how to address this issue. First, there is discussion of **how to be intentional about finding/recruiting candidates for rostered ministry**. Second, there is great value in helping individuals to see their gifts and to discern their calling into God's mission. That is, **regular and intentional discussion of vocation for all the baptized is an essential element of nurturing discipleship**. From greater attention to vocation in all expressions of church, leaders with particular gifts for rostered ministry will emerge. Along with congregations, it is important for synods to find ways to **connect with church schools, Bible**

schools, camps, campus ministry and youth ministry as a source of leaders, emerging leaders and potential candidates.

³ www.elcic.ca

EXPECTATIONS FOR ROSTERED CANDIDATES

The gifts he gave were that some would be apostles, some prophets, some evangelists, some pastors and teachers, to equip the saints for the work of ministry, for building up the body of Christ. Ephesians 4:11–12

The task force sought to identify the **outcomes and competencies that will be needed** by candidates for rostered ministry. This led to the creation of **two documents**.

1. Rev. Dr. Jann Boyd interviewed select congregations where there are strong signs of vitality. Her findings are summarized in **“Listening to Faithful, Healthy, Lively Congregational Leaders”** which is attached as Appendix 1⁵. Some insights from this document have been integrated into this report. Along with identifying important competencies, “Listening to the Faithful” points to signs of hope where people are offering dynamic ministry.
2. Collectively, the Task Force compiled a **“Framework of Outcomes for Ordained Ministers,”** which is attached as Appendix 2⁵. The choice to focus on ordained ministers was a way to focus the work. NCC may receive this document as a work in progress. As the ELCIC deepens its understanding of our current context and of leadership needs, the outcomes will be modified. As well, there is a **need for a parallel document that articulates outcomes for diaconal ministers**.

The outcomes document was created based on four Association of Theological Schools (ATS) categories for M.Div. Outcomes:

1. Religious Heritage
2. Cultural Context
3. Personal and Spiritual Formation
4. Capacity for Ministerial and Public Leadership

Outcomes and competencies are named in the above categories—in rows. In large part, the specific outcomes are based on information provided by LTS and WLS. Both seminaries are ATS accredited schools and are aware of ATS standards when articulating outcomes. The task force grouped the outcomes, edited for redundancy and made modifications. ATS standards are included for reference as Appendix 3⁵.

It is recognized that congregation, seminary, synod, and ongoing education each have a role to play in developing competencies for these outcomes. The chart is a framework for conceptualizing these roles.

Congregational formation is the ongoing work of supporting the baptized in a life of discipleship. For those who emerge as candidates for rostered ministry, this formation is the first step in preparation for public ministry. Seminaries offer specific theological education for those preparing for rostered leadership. Synods have expectations of rostered leaders, and test preparedness for ordination or consecration with an exam. Placement-based ongoing education acknowledges that the learning moment for some competencies is best carried on location. The development of rostered leadership does not stop with ordination or consecration.

It is valuable to keep in mind that congregations, seminaries, synods, and ongoing education are ever partners in theological education and the formation of leadership. And these roles are profoundly interrelated. For example, what happens at seminary and in ongoing education affects how a rostered minister leads education in the congregation. The conversation between seminaries, synods and the National Church is vital in articulating expectations for the mission of this church.

It may be helpful for NCC to consider the following when reading the Framework of Outcomes:

Congregational Formation

There may be a way to package the points in this column to help congregations grow in awareness of the vital role they play in the formation of disciples, theological education, and leadership development (lay and rostered). A checklist format is one possibility. Synods are responsible for the oversight of congregations.

Seminary Outcomes

LTS and WLS consistently work with outcomes through existing governing structures. As participants in the task force, the seminaries will be able to take forward insights from this process. Ongoing healthy conversation on the relationship between mission and theological education will bear fruit. The five synods of the ELCIC own their seminaries and this conversation will take place in the existing structure.

Expectations and Assessment by Synods

Synods work together to create national standards for expectations and assessment processes. As such, this column is directly relevant to responsibilities of NCC for the *Candidacy Manual*. NCC might consider initiating a process to revise the *Candidacy Manual* using insights from this report.

Placement Based Continuing Education

All synods are using a first call process, with the four western synods working in collaboration to run a single program. As well, there is movement in the ELCIC, ELCA, and ecumenical partners to place internship (or residency) at the end of the training process and to connect it to first call. This accomplishes several things: it connects first call learning more deeply to the education process, strengthens first call support to the benefit of the congregation, shortens the training process that does not involve a stipend,

and reduces the number of moves from four to two.⁴ Consider the implication of this for the home life and education costs of the candidate and her/his family. The task force recommends that NCC monitor these emerging possibilities, and be prepared in the future for the integration of a revised model resulting from the emerging changes as discussed above into the candidacy model.

⁴ Traditionally, moving would be home, seminary, internship, seminary, first call. A residency format would be home, seminary, first call. That is, two moves instead of four.

⁵ Appendices have been omitted for the sake of brevity.

The task force discussed **the importance of bi-vocational ministry for the future**. Increasingly there may not be full-time congregational/church employment for rostered ministers. In former times, we spoke of these as “tent-making ministries.” Rostered leaders may need to develop skills that take them outside the church-only employment. Bi-vocational ministry holds the potential not only to address the sustainability of worshipping communities, but also to orient ministers to the wider community and thereby encourage new forms of meaningful ministry. It is worth noting that diaconal ministry, by definition, has a strong orientation to service in the world. A careful review of the *Candidacy Manual* should include attention to barriers that current policies present to persons serving in a bi-vocational mode.

Also included as appendices⁵ are a summary of the ATS Standards for the M.Div. degree, and “Moving On: A Survey on Theological Formation” prepared by the Eastern Synod. The task force commends these documents to members of NCC as useful tools to inform a review of the *Candidacy Manual*.

EDUCATION AND LIFE LONG LEARNING

From the fig tree learn its lesson: as soon as its branch becomes tender and puts forth its leaves, you know that summer is near. (Matthew 24:32)

The task force recognizes the special responsibilities of rostered ministers for participation in continuing “professional” education. Participation in continuing education benefits both the clergy and their congregations through:

- Enhanced skills and vision for the practice of ministry;
- Public recognition of rostered leaders;
- Insight into context;
- Promotion of a culture of call and reflection on vocation. Engagement in process of leadership development and recruitment; and
- Promotion of a culture of lifelong learning. Reminder of the value of theological education.

The Task Force sees great value in requiring mandatory continuing education for rostered ministers. This might be 40 hours of continuing education per year. An acceptable system for

monitoring and following up would need to be developed in consultation with synods. This would include consequences for compliance and noncompliance.

The task force feels strongly about the importance of **raising the bar on biblical literacy and theological engagement**. Quality leaders generate more quality leaders. Working with existing leaders is an accessible path to engaging the whole church in participating in discipleship formation, theological reflection, and action for mission.

ISSUES AND RECOMMENDATIONS

The task force presents here a list of issues and recommendations. We ran out of time to further refine or prioritize this list. It offers a picture of our varied conversation.

Issue	Recommendations
<p>1. Sense of Mission</p> <p>Are we serious about mission in Canada? What is mission?</p> <p>We are not very good at articulating why a Lutheran perspective on things is a good way to live.</p>	
<p>2. There are few candidates for rostered ministry.</p> <p>This stresses theological education in a number of ways, including anxiety about future leadership needs, reduced tuition and grants for schools, few learning peers, lack of diversity in gifts, experience and culture, and a sense of low morale.</p> <p>Finding candidates for rostered ministry.</p> <p>Helping individuals see their gifts and discern their calling into God's mission.</p>	<p>R-01. That the ELCIC foster among the congregations a sense of responsibility for the education and training of rostered leaders, including: identifying candidates, exploring ways of funding education, providing ongoing support of vocational discernment.</p> <p>R-02. That the ELCIC lift up the commitment in the letter of call to recruit candidates for rostered ministry.</p> <p>R-03. That the ELCIC prepare a simple guide or list of ways that congregations contribute to leadership formation, using the Outcomes Framework as a starting point.</p> <p>R-04. That the ELCIC explore ways to connect interesting mission opportunities with potential candidates and their particular gifts.</p> <p>R-05. That synods be encouraged to find ways to connect church schools, Bible schools, camps, campus ministry, and youth ministry as a source of leaders, emerging leaders and potential candidates.</p>

<p>3. Theological education needs to be about teaching and modeling a way of life.</p> <p>Worship is central.</p> <p>A deep and comprehensive commitment is needed from rostered leadership. The elements that contribute to effective theological education are comprehensive.</p>	<p>R-06. That theological education have strong elements of formation, including the use of personal relators such as spiritual directors and mentors.</p> <p>R-07. That the first call process be reviewed to evaluate if it is accomplishing its goals.</p>
<p>4. Need to understand rostered leadership role:</p> <p>How does theological education and formation promote commitment, professionalism, and clear demonstration of faith?</p> <p>One is always the pastor/deacon. Lived out through various leadership styles.</p> <p>Desire to see in candidates willing to move (geographically) and to consider various expressions of ministry (parish, chaplaincy, urban, rural, service, bi-vocational).</p>	
<p>5. Theological education needs to be about connecting faith and reality.</p> <p>Leading community in theological reflection. People hunger for meaning and our witness needs to help people connect with meaning. Commitment and embodiment.</p> <p>Real issues with real people; real life. Connecting faith and worship to real life. In contrast to spiritualized faith.</p> <p>Raise the bar on theological, biblical understanding and being people with character.</p>	<p>R-08. That theological education include strong elements of place-based, problem-solving, service, learning, and formation-oriented pedagogies.</p> <p>R-09. That NCC develop a policy of mandatory 40 hours per year of continuing education for rostered ministers. This will require a monitoring system and a system of consequences for compliance and non-compliance.</p>
<p>6. ELCIC and our members need to be better able to articulate a theology of ministry.</p> <p>Name the understanding, skills, competences, and knowledge required to do ministry. Claim ministry as “discipleship” and “a way of life.”</p> <p>What does it mean to be “the priesthood of all believers” and “the diaconhood of all believers?”</p>	<p>R-10. That NCC ask synods to encourage conversations across this church (1) on what kind of theology of ministry is needed for the future, (2) with community partners on the contribution of the church to the community and (3) utilizing the faculty of our theological schools as resident theologians for meetings, events, and gatherings of the church.</p>

<p>7. The Canadian context has changed dramatically as has participation in the historic churches.</p> <p>These changes challenge our ability to identify issues and to identify leadership needs.</p> <p>In general, society has reassigned religion from culture shaping to private. (Alshire).</p> <p>There are generational shifts in the ways that many individuals make career choices and interact with institutions.</p>	<p>R-11. That NCC expand and enhance initiatives at all levels of this church to help church members and leaders understand and address the Canadian context.</p> <p>R-12. That NCC take some time at its meetings to deepen understanding about context.</p>
<p>8. A high standard for rostered leadership is valued.</p> <p><i>“When you are short of pilots, you don’t want less training for pilots.”</i></p> <p>Rostered leaders offer key leadership to communities. Generally, the quality of the pastor’s leadership is the high water mark for the quality of the congregation’s ministry.</p>	
<p>9. Members of this church value its leadership both strong Lutheran identity and an openness to diverse peoples.</p>	<p>R-13. Recommend continued and expanded attention to opportunities for theological education in all expressions of this church, and for all members of this church.</p>
<p>10. We need to resist the temptation to the professionalization of our understanding of ministry while at the same time ensure that those we do ordain meet the highest standards that public credibility expects of our rostered leaders.</p> <p>Upholding the Lutheran commitment to the ‘priesthood of all believers.’</p>	<p>R-14. That more attention be given to identifying and affirming the examples and stories of those who are doing ministry. Likewise more attention needs to be given to creative alternatives to the actual doing of ministry together.</p>
<p>11. Lutheran theological schools are facing challenges in financial sustainability.</p> <p>Sources outside the ELCIC, such as governments and academia, fund seminaries more than the church. With funding comes voice.</p>	<p>R-15. Recommend supporting the fundraising and marketing of Canadian theological schools.</p>

12. Students and their families face challenges in covering the cost of education, and of living expenses while in school. Commonly manifest as a debt problem.	R-16. That NCC encourage synods and all expressions of the church to explore ways to support students with the cost of theological education.
13. Churches and synods commonly have diminished resources and fewer members to support education.	
14. Synods cannot guarantee full-time work. People will need a skill/pathway to engage the world.	R-17. That the ELCIC recognize and support dual career pastors and embrace bi-vocational orientation as theologically desirable. An essential part of vocation is for rostered leaders to be meaningfully engaged in the world/public life.
15. Developing online and distance education opportunities.	R-18. That NCC provide funding or seek funding to expand the ability of seminaries to provide online learning opportunities.
16. What are the economics of theological education? Online education and distance education may cost a seminary or synod money, and at the same time it may save the student money. There may be times when this is desirable economics.	R-19. That greater collaboration take place in order to sustain the delivery of theological education and to engage mission opportunities.
17. Emerging NA System There are conversations among the deans of ELCA and ELCIC seminaries pointing to an emerging North American (NA) system of seminary education, with a two year M.Div. followed by a two or three year residency/internship/first call.	R-20. That NCC consider the pedagogical, economic and synergistic benefits of this North American system. R-21. That NCC explore ways to find funding for transition to this North American system.
18. There is great mission and community value in addressing and managing conflict effectively. See “Listening to the Faithful Study” (Appendix 1) ⁵ .	R-22. That candidates receive conflict resolution training. This would include: Deep understanding of conflict theory Enculturation—analysis of local context. Translating—capacity to use accessible language to describe insight and lead others in reflection.
19. Permission. There is a feeling that many times structures and policies communicate a denial of permission to engage in new or creative initiatives. For theological education, this comes up regarding matters of authorization, training, and complexity of the candidacy process.	R-23. That when developing policies, structures and communication, NCC pay attention to potential blocks to initiative and creativity. R-24. That new models and standards have flexibility and elasticity in order to make them work.
20. Discussion of the possibility of a national candidacy process, with an eye to uniform delivery of standards and stewardship of volunteer resources.	

21. Communication issues among various aspects of the candidacy process: Candidacy committees, seminary faculty, synod leaders, boards, candidates, staff.	R-25. That the ELCIC ensure that candidacy committees are empowered for their role through training, support, and communication.
22. What are the barriers to accessing theological education? e.g. people on a bi-vocational path?	R-26. That NCC initiate a process to revise the <i>Candidacy Manual</i> , giving consideration to: <ul style="list-style-type: none"> • Emphasis on mission and discipleship. • A clear and simple candidacy process with fewer meetings and more experiential conversation with candidates. • Decisions made at level where they have the greatest impact. • Who is auditing processes and monitoring standards, and how are they monitored. • Information from this report.
23. How do we concretely measure competencies? What tools might help us monitor this?	
44. What are the implications for theological education if we consider the “competencies for ministry of faith communities” instead of the “competencies for ministry of authorized individuals”?	

CONCLUSION

Theological education is inseparable from the life of the church. It is about more than seminaries, for it begins in congregations with the formation of disciples through the practices of worship, proclamation, service, and teaching. Mission and ministry belong to all the baptized. At its essence, theological education needs to be about teaching and modeling a way of life. It is about finding ways to keep the whole body of Christ well and on our way. We hear God calling each of us and all of us to deeper commitment.

Rostered leadership is a key ingredient in being a church *In Mission for Others*. Lutherans value well-trained rostered leaders, who are strong in Lutheran identity and are able to engage diverse people with grace and character. More and more, there is a need for leaders who are able to teach and lead theological reflection in local community, in meaningful ways. Encouraging continuing education among rostered leaders is a way to sharpen ministry skills, to re-energize spirits and to highlight the ongoing process of raising-up leadership (lay and rostered) for mission.

We live in a rapidly changing context, and this reality challenges our church in a variety of ways. We are called to deepen our understanding of the context in order to do mission. We want to resist the professionalization of ministry at the same time we want to maintain professional standards. In this time, we feel called to creativity, experimentation and experiential learning. It is a time to celebrate the fact that ministry and leadership take a variety of forms. We see a place for greater collaboration. This includes using the gifts of the seminary in a variety of church settings, and connecting with other schools, ministries and expressions of church.

We want to **name the challenge of communication**. At times, structures designed to bring together voices from the appropriate stakeholders fail to clearly deliver their concerns and even prevent faithful action. At times, ministry happens in silos, where we are unaware of what we are each doing, and miss opportunities to share gifts that might enhance each other's work. Diligence to the relationships and communication in the candidacy process gives life and integrity to discernment and evaluation.

We recognize that the ELCIC, our synods, and our seminaries are facing financial challenges, as are many candidates and graduates. We also recognize that there are costs associated with education, experimentation, collaboration, and transition. Nevertheless, it needs to be said that **providing national resources** will enable some opportunities to move forward, and give the NCC stronger voice on matters of concern. Encouraging continuing education has the potential to raise stewardship awareness, by encouraging deeper meaning, commitment, and excitement in participants. Collaboration includes sharing resources, human and financial, across the country and beyond this church.

The most practical next steps that the NCC can take are:

1. Encourage conversation across the church on the meaning of ministry.
2. Commit to theological education opportunities at each NCC meeting in order to deepen understanding of our current context.
3. Initiate a process to revise the *Candidacy Manual*, using input from this report and giving due consideration to:
 - Emphasis on mission and discipleship.
 - A clear and simple candidacy process with fewer meetings and more experiential conversation with candidates.
 - Decisions being made at the level where they have the greatest impact, including flexibility that allows for creative expressions of leadership and mission.
 - Who is auditing processes and monitoring standards.
 - How competencies are concretely measured and monitored.
4. Take steps to make a minimum of 40 hours per year of continuing education the mandatory expectation for active rostered leaders, including developing, in consultation with synods, an acceptable system for monitoring and following up.
5. Embrace engagement in the world as desirable for all rostered leaders, and assess the barriers to and the possibilities for, a bi-vocational model of rostered ministry. Consider taking steps to make a minimum of 40 hours per year of active volunteering, working or serving outside the church the mandatory expectation for active rostered leaders.
6. Encourage healthy communication among all participants in the candidacy and rostering process.
7. Monitor developments in a North American model of theological education, and work in partnership with synods and seminaries on opportunities to benefit from this collaboration.
8. Explore ways for the National Church to provide financial resources to support theological education.

The task force did not accomplish the entire mandate given by the NCC. We have come to see our work as a step in a larger process and a part of a much larger conversation. Our prayers are with NCC as they receive this report and continue to offer their leadership to the ELCIC.

We have a deep desire to conclude with a word of hope that is rooted in the theology of the cross. We want to be honest about the reality of the issues and challenges facing theological education, as well as to be concerned for the needs of the world and the church. We don't want to be stuck in negativity, or cling to false enthusiasm that it will all work out. We believe that Christ transforms us, and that the Holy Spirit pulls us into God's mission. We believe that God has blessed the ELCIC with many gifts and opportunities for mission and for theological education. So in closing, we say—

For Jews demand signs and Greeks desire wisdom, but we proclaim Christ crucified, a stumbling block to Jews and foolishness to Gentiles, but to those who are the called, both Jews and Greeks, Christ the power of God and the wisdom of God. For God's foolishness is wiser than human wisdom, and God's weakness is stronger than human strength. (1 Corinthians 1:22–25)

Respectfully submitted by:

The Future of Theological Education in the ELCIC Task Force

Appendix K



**NATIONAL CHURCH
STRATEGIC PLAN 2013–2017**

**Evangelical Lutheran Church in Canada
March 2013**

**The Evangelical Lutheran Church in Canada
National Church
Strategic Plan 2013–2017**

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1.0 Strategic Context

1.1 Historical Context

Our denominational identity dates from the Lutheran Reformation, but we have always considered ourselves to be part of the continuity of catholic history. We hold to the essentials of apostolic tradition, Word and Sacrament, but consider church governance, ritual forms and orders of ministry to be discretionary.

Remaining in conversation and communion with other churches is essential to our self-understanding as catholic Christians. Such communication occurs through bilateral initiatives, full-communion agreements, and membership in ecumenical councils and agencies.

The ELCIC has come about as a result of multiple mergers of independent Canadian and United States (US) church bodies and has, in the process, attempted to combine church polities and traditions from a broad initial spectrum. These multiple polities and changes in historical conditions have challenged this church's sense of internal unity and external identity. Geographic regionalism creates further tensions.

The ELCIC was incorporated by an act of the Parliament of Canada in 1986.

1.2 Environmental Context

The place of the church and religion in general has undergone a dramatic shift in relation to politics and culture. Christianity is no longer a definitive voice in Canadian society and finds itself to be seen as simply one of a variety of faiths and ideologies. Materialism, individualism, and lifestyle demands impact the way in which Canadians view the importance of the church. An expressed interest in spiritual matters remains part of the Canadian makeup, but the church, as institution, is of declining interest to many.

An erosion of trust in public leadership along with political and ideological polarization of the church's membership makes it difficult to present a single front on some issues. At the same time, the church's theology of ethics and justice is confronted with complex domestic and international issues.

The ethnicity of the original Lutheran immigrants to Canada was once a defining aspect of the church's identity, but has waned due to the multicultural and regional evolution of the nation. The church within the nation is multicultural in some areas while retaining its ethnicity in others.

The Canadian church, in its desire for autonomy, was prepared to accept loss of financial support from the US parent churches. This reduction in income has led the church to adopt an infrastructure appropriate to its economies of scale.

Although almost half of all ELCIC congregations are located in centres with populations under 25,000, 80 per cent of the general population lives in larger urban areas. (*Millennium Study of Leadership Needs*, p. 219)

It has become readily apparent that we are in a resource crisis in this church. This is demonstrated by the continued decline in church membership and in the reduction of budgets and staffing at the synodical and national levels of the church. A plan for amalgamation of synods which was part of a larger plan for structural renewal was turned down by the synods.

2.0 Values

The Scriptures, as the highest authority in this church, are understood as the traditional repository of the gospel. Lutheran doctrine and practice constitute the ELCIC's highest values. The central authority of the gospel, expressed in the doctrine of justification by grace through faith, is the core of its proclamation and the spirit of its practice. This doctrinal position is preserved in the writings of the *Lutheran Confessions* and forms the basis for proclamation and sacramental practice. Lutheran tradition further values theological education for ordained and lay members, rational theological discourse and a healthy balance between the gospel of grace and the civil use of the law.

In order that we might remain in conversation and communion with other churches, we understand ecumenical work to be intrinsic to this church's self-identity.

The ELCIC's structure is constitutionally defined and characterized by clarity of definition between the roles of congregations, synods and the National Church. Decision-making occurs in a representative parliamentary manner with a high degree of accountability to the constituency. Diversity of experience and opinion is viewed in a positive light so that the church's processes are designed to be inclusive and receptive.

3.0 Vision

To be a church *In Mission for Others*.

4.0 Mission

The mission of this church, as an expression of the universal Church and as an instrument of the Holy Spirit, is to bring the gospel of Jesus Christ to people in Canada and around the world through the proclamation of the Word, the administration of the sacraments and through service in Christ's name.

5.0 Strategic Directions and Goals for Service

5.1 *In Mission for Others, we will practice Spirited Discipleship*

1. Continue and grow the call to Spiritual Renewal.
2. Speak publicly and witness for the gospel as a National Church.
3. Undertake corporate leadership by encouraging energy for Spiritual Renewal for communities.

5.2 *In Mission for Others, we will nurture a Healthy Church*

1. Develop and articulate a common vision for the church.
2. Model good leadership in the National Church.
3. Develop and promote a culture of mutual trust and accountability.
4. Cultivate an environment for growth.
5. Improve communications concerning the National Church.
6. Improve the financial health of the church.

5.3 *In Mission for Others, we will practice Compassionate Justice*

1. Challenge the causes and respond to the consequences of injustice through effective partnership with Canadian Lutheran World Relief (CLWR).
2. Continue to pursue right relationships with indigenous peoples.
3. Continue and increase stewardship of creation initiatives.
4. Promote responsible resource extraction.
5. Support and work for justice and peace in the Holy Land.
6. Address issues of injustice as identified in the *Social Statement on Human Sexuality*.
7. Address issues of homelessness and affordable housing.

5.4 *In Mission for Others, we will practice Effective Partnerships*

1. Enhance the church's ability to be *In Mission for Others* internationally.
2. Enhance the church's ability to be *In Mission for Others* in the North American Region of the LWF.
3. Enhance the church's ability to be *In Mission for Others* in Canada.
4. Enhance the church's ability to be *In Mission for Others* through partnerships.

6.0 Work Plan

This document shall be supplemented by a Work Plan detailing the means, activities, status, responsibility, and timing of how to accomplish this strategic plan.

7.0 Reporting

NCC will receive reporting against this Work Plan at its regular meetings.

NCC will report the progress of this Strategic Plan to the church in convention.

Appendix L

1. That NCC approve and recommend to the 2013 National Convention approval of motions 1–13 to amend the *ELCIC Constitution* (2nd reading):

MOTION #1 That the *ELCIC Constitution*, Article IV, Mission of the Church, Section 2 be amended as follows:

ARTICLE IV **Mission of the Church**

Section 1. The mission of this church, as an expression of the universal Church and as an instrument of the Holy Spirit, is to share the gospel of Jesus Christ with people in Canada and around the world through the proclamation of the Word and the celebration of the sacraments and through service in Christ's name.

Section 2. In seeking to achieve its mission, this church shall:

- a. Receive, establish and maintain congregations in which the gospel is rightly preached and the sacraments rightly administered;
- ~~— b. Admit persons to the roster of ministers by ordination or transfer and be responsible for their nurture, support and discipline;~~
- ~~— c. Admit persons to the roster of ministers by consecration or transfer and be responsible for their nurture, support and discipline;~~
- b) Admit persons to the roster of ministers by ordination, or transfer, or consecration, and be responsible for their nurture, support and discipline.

MOTION #2 That the *ELCIC Constitution*, Article VI, Congregations, Section 1 be amended as follows:

ARTICLE VI **Congregations**

Section 1. A congregation of this church, **which is the corporate existence recognized by this church**, is a worshipping, learning, witnessing and serving community of persons baptized in the Name of the Triune God among whom the Word is proclaimed and the sacraments are administered according to the gospel, ~~the corporate existence of which is recognized by this church.~~

MOTION #3 That the *ELCIC Constitution*, Article X, Synods be amended as follows:

ARTICLE X **Synods**

Section 1. The church shall be organized regionally into synods whose number and boundaries are to be determined by this church in its administrative bylaws.

- Section 2. Each synod shall be incorporated in keeping with the terms of appropriate documents ratified by ~~this church in convention~~ or the National Church Council. Amendments thereto shall be subject to ratification **by the National Church Council.**
- Section 3. Each synod shall have a constitution ratified by ~~this church in convention~~ or by the National Church Council. Amendments thereto shall be subject to like ratification **by the National Church Council.**

MOTION #4 That the *ELCIC Constitution*, Article X, Synods, Section 6, (e) be amended as follows:

- a.** Co-operate with the National Church-Council and the synods in implementing its programs.

MOTION #5 That the *ELCIC Constitution*, Article X, Synods, Section 10 be amended by removing the section as these details are covered in *ELCIC Administrative Bylaws* Part XII, Conference of Bishops:

- ~~Section 10. The bishops of the synods and the bishop of this church shall meet at least once a year for spiritual renewal and the discussion of programs, plans and problems affecting the synods and this church. Except where otherwise provided in this constitution and its administrative bylaws, the function of such a meeting shall be consultative and advisory.~~

MOTION #6 That the *ELCIC Constitution*, Article XI, Conventions be amended by moving the following wording to the *ELCIC Administrative Bylaws*, inserting into Part VI beginning after section 4: **ARTICLE XI** Conventions:

ARTICLE XI

Conventions

- Section 1. The convention of this church shall be its highest legislative authority.
- ~~Section 2. A convention of this church shall be held biennially at a time and place determined by the National Church Council.~~
- ~~Section 3. Special conventions shall be called for specified purposes by the bishop of this church to be held within ninety days of receiving a request in writing from two thirds of the members of the National Church Council or from two thirds of the synods.~~
- ~~Section 4. The secretary shall publish the time and place of each regular convention at least six months in advance. The secretary shall give written notice of a special convention to each congregation and each rostered minister serving under call, and shall publish the same at least thirty days prior to the opening date of the convention.~~
- ~~Section 5. The voting membership of conventions shall consist of:~~

- ~~a. Two hundred rostered ministers elected by the conferences as allocated by the National Church Council on the basis of baptized membership; and~~
- ~~b. A lay delegate may be elected by each parish* not already represented by a rostered minister. An additional lay delegate may be elected by every parish with more than eight hundred baptized members. Any parish with less than eight hundred members represented by a rostered minister for two consecutive conventions may not be represented by a rostered minister at the following convention.~~
- ~~e. Twelve youth selected by the synods as members of the youth assembly.~~

~~Section 6. The voting membership at a special convention shall consist of the delegates seated in the preceding regular convention provided they have not been disqualified by termination of membership in the parish they represented. Vacancies in delegations shall be filled by conferences and parishes as necessary.~~

~~Section 7. A quorum shall consist of twenty per cent of the eligible voting members provided that such members are from at least two thirds of the synods.~~

ELCIC Administrative Bylaws

PART VI CONVENTIONS

(ELCIC Constitution, ARTICLE XI)

- Section 1. Invitations from synods wishing to host a convention of this church shall be submitted to the National Church Council at least four years prior to the convention.
- Section 2. The time and place for the next regular convention shall be announced at each convention by the National Church Council.
- Section 3. The secretary shall send out a *Bulletin of Reports* to all delegates-elect at least forty-five days before each regular convention.
- Section 4. Arrangements for conventions of this church shall be made by the National Church Council in conjunction with a committee appointed by the host synod for that purpose.
- Section 5. A convention of this church shall be held biennially at a time and place determined by the National Church Council.
- Section 6. Special conventions shall be called for specified purposes by the bishop of this church to be held within ninety days of receiving a request in writing from two-thirds of the members of the National Church Council or from two-thirds of the synods.
- Section 7. The secretary shall publish the time and place of each regular convention at least six months in advance. The secretary shall give written notice of a special convention to each congregation and each rostered minister serving under call, and shall publish the same at least thirty days prior to the opening date of the convention.
- Section 8. The voting membership of conventions shall consist of:

- a. Two hundred rostered ministers elected by the conferences as allocated by the National Church Council on the basis of baptized membership; and
- b. A lay delegate may be elected by each parish* not already represented by a rostered minister. An additional lay delegate may be elected by every parish with more than eight hundred baptized members. Any parish with less than eight hundred members represented by a rostered minister for two consecutive conventions may not be represented by a rostered minister at the following convention.
- c. Twelve youth selected by the synods as members of the Youth Assembly.

Section 9. The voting membership at a special convention shall consist of the delegates seated in the preceding regular convention provided they have not been disqualified by termination of membership in the parish they represented. Vacancies in delegations shall be filled by conferences and parishes as necessary.

Section 10. A quorum shall consist of twenty per cent of the eligible voting members provided that such members are from at least two-thirds of the synods.

MOTION #7 That the *ELCIC Constitution, Article XII, National Church Council, Section 1* be amended by moving the following wording to the *ELCIC Administrative Bylaws*, inserting into Part IX creating new section 2,

ARTICLE XII

National Church Council

Section 1. There shall be a National Church Council comprised of the officers of this church, who shall serve as the officers of the council; and additional members from the synods allocated on the basis of proportional representation according to baptized membership; and other representatives from full communion **partner** agreements. ~~Each synod shall be represented by at least one lay person and one rostered minister, and the total number of lay persons shall equal or exceed the total number of rostered ministers. The distribution of additional members shall be specified in the administrative bylaws. The additional members shall be elected by the convention and shall be eligible to serve no more than two consecutive four year terms. Synod bishops shall be present as advisory members. Terms of elected members shall be such that half of the members shall be elected at each convention. Vacancies shall be filled by the National Church Council until the next regular convention. A member of the National Church Council who is a rostered minister who has been suspended from the office of rostered ministry or removed from the roster by a synod council, may be removed from membership on the National Church Council by a majority or a least two-thirds of the members of the National Church Council at a meeting duly called and held for such purpose.~~

ELCIC Administrative Bylaws

Part IX

NATIONAL CHURCH COUNCIL

Section 2: Each synod shall be represented by at least one lay person and one rostered minister, and the total number of lay persons shall equal or exceed the total number of rostered ministers. The distribution of additional members shall be specified in these bylaws. The additional members shall be elected by the convention and shall be eligible to serve no more than two consecutive four-year terms. Terms of these elected members shall be such that half of the members shall be elected at each convention. Vacancies shall be filled by the National Church Council until the next regular convention. A member of the National Church Council who is a rostered minister who has been suspended from the office of the rostered ministry or removed from the roster by a synod council, may be removed from the membership on National Church Council by a majority of two-thirds of the members of the National Church Council at a meeting duly called and held for such purpose.

MOTION #8 That the *ELCIC Constitution, Article XIII, Officers* be amended by moving sections 2 through 8 to *ELCIC Administrative Bylaws, Part X Officers: ARTICLE XIII OFFICERS:*

ARTICLE XIII

OFFICERS

~~Section 2. The officers shall be elected by the convention for a term of four years according to procedures established in the administrative bylaws. All officers shall serve until their successors assume office.~~

~~Section 3. Should a vacancy occur *ad interim* in any of the offices with the exception of the office of bishop, the National Church Council is empowered to fill the same until the next regular convention or to call a special convention to fill the vacancy. Each election by a convention shall be for a full term of office.~~

~~Section 4. The terms of the officers shall begin on the first day of the third full month following election.~~

~~Section 5. The bishop of this church shall:~~

- ~~a. Serve as its leader and counsellor;~~
- ~~b. Seek to preserve its peace and order;~~
- ~~c. Call, convene and preside over its conventions and the meetings of the National Church Council;~~
- ~~d. Speak publicly and witness for the gospel on behalf of this church;~~
- ~~e. Oversee the officers and executive staff;~~
- ~~f. Co-ordinate the work of its committees, and serve in an *ex officio* capacity;~~
- ~~g. Represent this church at meetings of the auxiliaries and recognized independent organizations;~~
- ~~h. Convene meetings of the bishops of the synods;~~
- ~~i. Serve as the primary representative of this church in all inter-church associations and councils in which it holds membership; and~~
- ~~j. Perform the additional duties prescribed in the constitution, administrative bylaws and resolutions of this church.~~

~~Section 6.—The vice president shall:~~

- ~~a. Preside at the general convention and at meetings of the National Church Council upon the request of the bishop;~~
- ~~b. In the event of the death, resignation or incapacity of the bishop, convene the National Church Council to provide for the discharge of the bishop's duties pending the election of a new bishop at a regular or special convention; and~~
- ~~c. Perform the additional duties prescribed in the constitution, administrative bylaws and resolutions of this church.~~

~~Section 7.—The secretary shall:~~

- ~~a. Keep or cause to be kept the minutes of the conventions and prepare or cause to be prepared such minutes for publication;~~
- ~~b. Have charge of records, registers and archives;~~
- ~~c. Be the custodian of the seal of this church;~~
- ~~d. Attest all documents of this church as required; and~~
- ~~e. Perform the additional duties prescribed in the constitution, administrative bylaws and resolutions of this church.~~

~~Section 8.—The treasurer shall:~~

- ~~a. Be the fiscal officer of this church;~~
- ~~b. Make full report of the financial affairs of this church to conventions and to the National Church Council; and~~
- ~~c. Perform the additional duties prescribed in the constitution, administrative bylaws and resolutions of this church.~~

ELCIC Administrative Bylaws

PART X

OFFICERS

Section 1. The officers shall be elected by the convention for a term of four years according to procedures established in the administrative bylaws. All officers shall serve until their successors assume office.

Section 2. Should a vacancy occur *ad interim* in any of the offices with the exception of the office of bishop, the National Church Council is empowered to fill the same until the next regular convention or to call a special convention to fill the vacancy. Each election by a convention shall be for a full term of office.

Section 3. The terms of the officers shall begin on the first day of the third full month following election.

Section 4. The Bishop

In addition to the duties stated in the constitution and elsewhere in the bylaws, the bishop shall:

- a. Serve as its leader and counsellor;
- b. Seek to preserve its peace and order;
- c. Call, convene and preside over its conventions and the meetings of the National Church Council;
- d. Speak publicly and witness for the gospel on behalf of this church;
- e. Oversee the officers and executive staff;

- f. Co-ordinate the work of its committees, and serve in an *ex officio* capacity;
- g. Represent this church at meetings of the auxiliaries and recognized independent organizations;
- h. Convene meetings of the bishops of the synods;
- i. Serve as the primary representative of this church in all inter-church associations and councils in which it holds membership;
- j. Perform the additional duties prescribed in the constitution, administrative bylaws and resolutions of this church.
- k. Be responsible for co-ordinating administrative matters, clarifying areas of overlapping or unassigned accountability;
- l. Convene meetings of the officers and executive staff of this church for consultation. Other persons may be included at the discretion of the bishop;
- m. Serve as a consultant in the nomination process for the election of chief executive officers of the institutions of this church;
- n. Convene and chair meetings of the Executive Committee;
- o. Prepare a report on the state of this church for presentation at the conventions of this church and of its synods;
- p. Make an annual report to the National Church Council, analyzing the programs of this church and aiding the council in setting priorities and emphases in the work of this church;
- q. Represent this church at conventions of the synods or appoint a member of the National Church Council to be a representative; and
- r. Engage, with the approval of the National Church Council, such staff as is necessary to discharge the responsibilities assigned to the bishop.

Section 5. The Vice-President

In addition to the duties stated in the constitution and elsewhere in the bylaws, the vice-president shall serve as a member of the Executive Committee of the National Church Council, together with the bishop, secretary and treasurer.

- a. Preside at the general convention and at meetings of the National Church Council upon the request of the bishop;
- b. In the event of the death, resignation or incapacity of the bishop, convene the National Church Council to provide for the discharge of the bishop's duties pending the election of a new bishop at a regular or special convention; and
- c. Perform the additional duties prescribed in the constitution, administrative bylaws and resolutions of this church.

Section 6. The Secretary

- a. Keep or cause to be kept the minutes of the conventions and prepare or cause to be prepared such minutes for publication;
- b. Have charge of records, registers and archives;
- c. Be the custodian of the seal of this church;
- d. Attest all documents of this church as required; and
- e. Perform the additional duties prescribed in the constitution, administrative bylaws and resolutions of this church.
- f. Maintain the roster of congregations and the roster of ministers of this church;
- g. Have custody of the archives of this church, including:

- i. Official documents and records of this church,
 - ii. Proceedings of the conventions of this church and of its synods,
 - iii. Biographical data of rostered ministers who have served this church,
 - iv. Historical records of congregations and institutions, and
 - v. Official records of congregations and institutions which have ceased to function;
- h. Gather and publish the statistics of this church;
- i. Publish, as needed, the articles of incorporation and a current issue of the constitution and bylaws of this church for distribution to each ordained minister and to each congregation for their official records;
- j. Give notice of each convention of this church upon order of the bishop, and prepare and distribute a *Bulletin of Reports*;
- k. Be responsible for physical arrangements at regular and special conventions;
- l. Maintain a record of delegates, advisory members and official visitors of the conventions;
- m. Keep convention minutes and codify convention resolutions;
- n. Register participants at regular and special conventions;
- o. Compile and publish a report of each convention and transmit a copy to each delegate and each ordained minister of this church;
- p. Issue certificates of election and notify those concerned of resolutions adopted by each convention;
- q. Respond to inquiries seeking information on policies approved or actions taken by the National Church Council and by the conventions of this church; and
- r. Ensure that appropriate corporations are established for health care institutions or agencies owned by this church or its synods, and review and make recommendations regarding all proposed constitutional amendments.

Section 7. The Treasurer

In addition to the duties stated in the constitution and elsewhere in the bylaws, the treasurer shall:

- a. Be responsible for the safekeeping of the securities, insurance policies, deeds, abstracts, mortgages and other legal instruments held by the National Church Council on behalf of this church and its boards;
- b. Direct the work of the Department of Finance and Administration.
- c. Be the fiscal officer of this church;
- d. Make full report of the financial affairs of this church to conventions and to the National Church Council; and
- e. Perform the additional duties prescribed in the constitution, administrative bylaws and resolutions of this church.

MOTION #9 That the *ELCIC Constitution*, Article XIV, Offices be amended by removing the following section entirely:

ARTICLE XIV ————— Offices

~~Section 1. This church shall provide ongoing support services for this church through such offices as may be established in the administrative bylaws.~~

~~Section 2. In establishing an office in the administrative bylaws such provision shall set out the objectives of the office and the method by which such objectives are intended to be accomplished.~~

MOTION #10 That the *ELCIC Constitution*, Article XV, Section 1, be amended by moving parts a. through g. to *ELCIC Administrative Bylaws*, Part XV Department of Finance and Administration, Section 2:

ELCIC Administrative Bylaws

ARTICLE XV DEPARTMENT OF FINANCE AND ADMINISTRATION

(ELCIC Constitution, Article XV)

- Section 1. The National Church Council shall, through its the Department of Finance and Administration, have responsibility for the general oversight and control of the finance and business management of this church. ~~As such it shall:~~
- ~~a. Provide for this church the treasury and accounting functions, data processing, auditing service, legal counsel and personnel service, and arrange for the necessary office space and equipment;~~
 - ~~b. Administer the finances of this church;~~
 - ~~c. Ensure that there be sound and responsible fiscal management by its offices, committees and institutions;~~
 - ~~d. Develop budgetary procedures and prepare annual budget recommendations;~~
 - ~~e. Periodically review the receipts, expenditures and financial conditions of this church, and recommend to the church when adjustments are necessary to ensure that expenditures do not exceed the funds available in the current fiscal year;~~
 - ~~f. Manage the investment programs for this church, excluding pension funds and benefit programs; and~~
 - ~~g. Borrow funds and guarantee loans.~~

ELCIC Administrative Bylaws

PART XV DEPARTMENT OF FINANCE AND ADMINISTRATION

- Section 1. This department shall:
- a. Develop and implement a budgetary process, which shall involve budget consultation between the synods and this church;
 - b. Reduce budget allocations, in the event of an emergency declared by the officers;
 - c. Make investments of monies not required for cash flow purposes;
 - d. Be authorized to borrow funds for operating expenses not exceeding 7% of the total annual budget;
 - e. Establish personnel policies for this church;
 - f. Arrange insurance (other than health and life) programs for this church;
 - g. Provide for the bonding of all employees and officers of this church;
 - h. Administer, except as otherwise provided for, all property owned by this church.
 - i. Manage the Church Extension and Capital Fund according to policies approved by the National Church Council.
- Section 2. This department, through the persons authorized by the National Church Council, shall execute the necessary papers for the acquisition and sale of property.

- a. Provide for this church the treasury and accounting functions, data processing, auditing service, legal counsel and personnel service, and arrange for the necessary office space and equipment;
- b. Administer the finances of this church;
- c. Ensure that there be sound and responsible fiscal management by its offices, committees and institutions;
- d. Develop budgetary procedures and prepare annual budget recommendations;
- e. Periodically review the receipts, expenditures and financial conditions of this church, and recommend to the church when adjustments are necessary to ensure that expenditures do not exceed the funds available in the current fiscal year;
- f. Manage the investment programs for this church, excluding pension funds and benefit programs; and
- g. Borrow funds and guarantee loans.

MOTION #11 **That the *ELCIC Constitution*, Article VII, section 7 be amended as follows:**

Constitution Article VII, Section 7: Each ordained minister of this church shall be a member of one of its synods and also, unless this requirement is waived **by the synodical bishop** ~~in an exceptional case~~ in accordance with the administrative bylaws, of one of its congregations.

MOTION #12 **That the *ELCIC Constitution*, Article VIII, section 7 be amended as follows:**

Constitution, a new Article VIII, **Section 7, Each diaconal minister of this church shall be a member of one of its synods and also, unless this requirement is waived by the synodical bishop in accordance with the administrative bylaws, of one of its congregations.**

MOTION #13 **That the *ELCIC Constitution*, Article XVIII, Section 5 and Article XX, Section 3 be amended as follows:**

Section 5. Due notice of the time and place of meetings of the court shall be given by its secretary to all persons involved in the case and shall be published in the official church paper **and posted on the official ELCIC website.**

Section 3. All proposed amendments must be reported to the convention no later than the first full day of business. The National Church Council shall make report and recommendation during that convention on all proposed amendments. Adoption of an amendment shall require passage at this and the next regular convention by a two-thirds vote of the delegates present and voting. The full text thereof shall be published in the official church periodical at least one month prior to the second reading **and posted on the official ELCIC website.**

Appendix M

That NCC approve and recommend to the 2013 National Convention approval of Motion 14 to amend the *ELCIC Constitution* (1st Reading).

Motion #14 That the *ELCIC Constitution*, Articles III to XX be repealed and the following Articles III to XIX be adopted as follows.

ARTICLE III**Nature of the Church**

Section 1. Jesus Christ is Lord of the Church. All power belongs to him as its head. All actions of this church are to be carried out under his rule and authority.

Section 2. The Holy Spirit calls, gathers, enlightens and sanctifies the church, which exists as congregations and synodically recognized ministries gathered for worship, witness, education and service, and as an inclusive fellowship which has its own identity and integrity. Congregations find their fulfilment in the universal community of the Church, and the universal Church exists in and through congregations.

Section 3. This church derives its character and its powers from its congregations, synodically recognized ministries and from its inherent nature as part of the universal Church. It regards itself as standing in the historic continuity of the communion of saints and as being an expression of that Christian fellowship in today's world.

ARTICLE IV**Mission of the Church**

Section 4. The mission of this church, as an expression of the universal Church and as an instrument of the Holy Spirit, is to share the gospel of Jesus Christ with people in Canada and around the world through proclamation of the Word, celebration of the sacraments, and through service in Christ's name.

Section 5. In seeking to achieve its mission, this church shall:

- a. Receive, establish and maintain congregations and synodically recognized ministries in which the gospel is rightly preached and the sacraments rightly administered;
- b. Safeguard the faith and life of its congregations, synodically recognized ministries and rostered ministers, deciding all questions relating thereto on the basis of the Word of God and in accordance with its Confession of Faith;

- c. Admit persons to the roster of ordained and diaconal ministers by ordination, transfer, or consecration, and be responsible for their nurture, support, and discipline;
- d. Study issues in contemporary society in the light of the Word of God and respond publicly to social and moral issues as an advocate for justice and as an agent for reconciliation;
- e. Publish materials for the education and the edification of its own members and others interested in the life of the Lutheran Church;
- f. Develop the worship life of this church, providing or recommending service books and other material for congregational and personal use;
- g. Establish church agencies and create regional synods for the administration of its programs;
- h. Have relationships with other Lutheran church bodies and with other Christian churches for the furtherance of its mission; and
- i. Estimate the financial needs of this church, and solicit and disburse funds for its program.

Section 6. In seeking to achieve its mission, this church may:

- a. Establish and maintain seminaries for the education and continuing development of rostered ministers and other church leaders;
- b. Establish and maintain, or otherwise recognize and support, schools for the education of its members and others for leadership in church and society; and
- c. Establish and maintain, or otherwise recognize and support, institutions and agencies to minister to human need and in the name of Christ.

ARTICLE V

Membership

Section 1. As provided in the corporate bylaws, the membership of this church consists of member congregations and synodically recognized ministries. Baptized individuals who are members of a congregation or synodically recognized ministry (“baptized members”) shall exercise their privileges and responsibilities through participation in the congregation or synodically recognized ministry in which they are members.

Section 2. United in one Lord, one Faith and one Baptism, the baptized members of this church are to be constant in worship and in the study of the Holy Scriptures, regularly nourishing their life in Christ in the Sacrament of the Altar, presenting their children for

Holy Baptism and providing for their Christian instruction. They are called by the Spirit to lead godly lives, to promote the unity and welfare of the church in the bond of peace, to proclaim the gospel and to renounce the evil one. The commitment of each baptized member to this call is to be expressed through this church, its synods and its congregations by a life of repentance, faith, prayer and the sharing of resources.

ARTICLE VI

Congregations

Section 1. A congregation of this church, the corporate existence which is recognized by this church, is a worshipping, learning, witnessing and serving community of persons baptized in the name of the triune God among whom the Word is proclaimed and the sacraments are administered according to the gospel.

Section 2. Each congregation shall operate in accordance with its constitution, owning its property, making decisions in regard to its programming, calling its rostered ministers after consulting with the bishop of the synod, and retaining authority in all other matters that have not been committed to the Evangelical Lutheran Church in Canada or its synods in this constitution or by subsequent enactments.

Section 3. Reception of a congregation shall be by action of the synod on whose territory it is located. Each congregation shall, in its application for reception into this church, agree to abide loyally by the constitution, administrative bylaws and enactments of this church and those of the synod of which it becomes a part.

Section 4. Each congregation shall normally be a part of the synod on whose territory it is located.

Section 5. Congregations shall only be members of this church. Multiple memberships are prohibited.

Section 6. Congregations shall have the right to petition this church according to procedures set forth in the administrative bylaws.

Section 7. A synod, acting for this church, may exclude a congregation from the membership of this church for proper cause by the disciplinary process prescribed in the administrative bylaws. This action may be appealed to the Court of Appeal whose decision therein shall be final.

ARTICLE VII

Synodically Recognized Ministries

Section 1. A ministry recognized by any synod of this church shall be a worshipping, learning, witnessing and serving community of persons who desire to belong to this church and

commit themselves to the gospel of Jesus Christ, and subscribe to Articles II and III of the constitution of this church.

ARTICLE VIII

Rostered Ministers—Ordained

Section 1. The administrative bylaws of this church shall define the standards for acceptance into its ordained ministry, and for the admission and continuance of individuals on its roster of ordained ministers in a manner consistent with this article. Each synod shall establish and maintain a roster of ordained ministers in accordance with such standards.

Section 2. Each ordained minister must covenant to abide loyally by the constitution, administrative bylaws, and enactments of this church and of the synod under which they serve.

ARTICLE IX

Rostered Ministers—Diaconal

Section 1. The administrative bylaws of this church shall define the standards for acceptance into its diaconal ministry, and for the admission and continuance of individuals on its roster of diaconal ministers in a manner consistent with this article. Each synod shall establish and maintain a roster of diaconal ministers in accordance with such standards.

Section 2. Each diaconal minister shall covenant to abide loyally by the constitution, administrative bylaws, and enactments of this church and of the synod.

ARTICLE X

Full Communion Partners

Section 1. Ordered ministers of churches with which this church has a full communion agreement, who are serving in this church under the provisions of that full communion agreement, shall have the same rights and privileges as the equivalent order of ministry in this church.

ARTICLE XI

Synods

Section 1. The church shall be organized regionally into synods whose number and boundaries are to be determined by this church in its administrative bylaws.

Section 2. Each synod shall be incorporated in keeping with the terms of appropriate documents ratified by the National Church Council. Amendments thereto shall be subject to ratification by the National Church Council.

Section 3. Each synod shall have a constitution ratified by the National Church Council. Amendments thereto shall be subject to like ratification by the National Church Council.

Section 4. As a regional expression of this church, each synod shall have jurisdiction in its affairs and be responsible for its life and ministry as delineated in its constitution and administrative bylaws.

Section 5. It shall be the responsibility of each synod to:

- a. Shepherd congregations, synodically recognized ministries, rostered ministers and lay workers located within its jurisdiction;
- b. Advance the church's mission within its jurisdiction;
- c. Conserve unity in the true faith and guard against any departure from it;
- d. Develop the resources of God's people for the advancement of God's kingdom at home and throughout the world; and
- e. Co-operate with this church and other synods in implementing its programs.

Section 8. Synods shall carry out such additional duties and responsibilities as are assigned to them in the administrative bylaws.

Section 9. Each synod shall have the right to petition this church according to the procedures set forth in the administrative bylaws.

ARTICLE XII

Conventions

Section 1. The convention of this church shall be its highest legislative authority.

ARTICLE XIII

National Church Council

Section 1. There shall be a National Church Council comprised of the officers of this church, who shall serve as the officers of the council; additional members from the synods as provided in the administrative bylaws of this church; and other representatives from full communion partner agreements.

The synod bishops shall be advisory members of the council.

Section 2. The purpose, duties and expectations of council shall be as defined in the administrative bylaws of the church.

ARTICLE XIV

Officers

Section 1. This church shall be served by a bishop who shall be its chief pastor and chief executive officer. The bishop shall be on the roster of ordained ministers of this church. The other officers shall be a vice-chair, a secretary and a treasurer, all of whom shall be lay members of this church.

Section 2. The purpose, duties and expectations of the officers shall be defined in the administrative bylaws.

ARTICLE XV

Benefit and Pension Plans

Section 1. The administrative bylaws shall provide for the participation by rostered ministers and lay employees of this church, its synods, congregations, agencies, institutions, and other recognized ministries and organizations in a pension plan and in a group benefits plan. The administrative bylaws may establish rules providing for the participation of such employers and employees in such plans on a compulsory basis, and may determine the methods to be adopted by the participants in such plans in order to provide for the proper administration of such plans.

Section 2. The convention may review any such benefit or pension plan and may make recommendations to the administrator of such plan or to the National Church Council on any proposed amendments to such plan, and may from time to time provide advice and direction to the administrator with respect to any proposed amendment to such plan.

ARTICLE XVI

Special Interest Conferences and Recognized Independent Organizations and Institutions

Section 1. This church may authorize, as provided in the administrative bylaws, the organization of special interest conferences having common linguistic or cultural heritages. Such conferences may hold periodic meetings for fellowship and discussion of common concerns. Reports of meetings, together with any recommendations arising out of their

special sphere of interest, shall be made to the National Church Council.

Section 2. This church shall recognize independent Lutheran organizations and institutions of a national scope established for Christian education, for the care of the ill, the aged and the infirm or for missionary endeavour as approved by the National Church Council.

ARTICLE XVII

Court of Appeal

Section 1. There shall be a Court of Appeal.

Section 2. The purpose, duties and procedures of the Court of Appeal shall be defined in the administrative bylaws of this church.

ARTICLE XVIII

Administrative Bylaws

Section 1. This church may adopt such administrative bylaws, not in conflict with this constitution, as may be necessary. Such administrative bylaws may be amended at any convention by a two-thirds vote of the delegates present and voting.

Section 2. Administrative bylaws relating to convention procedure may be suspended by a two-thirds vote of the delegates present and voting.

ARTICLE XIX

Amendments

Section 1. ARTICLE II on “Confession of Faith” shall be unalterable.

Section 2. Amendments to this constitution shall be in writing and may be proposed by:

- a. The National Church Council; or
- b. Twenty or more convention delegates representing a majority of synods.

Section 3. All proposed amendments must be reported to the convention no later than the first full day of business. The National Church Council shall make a report and recommendation during that convention on all proposed amendments.

Section 4. Adoption of an amendment shall require two separate readings separated by at least twenty-four hours. Each reading must be passed by a two-thirds vote of the delegates present and voting.