

Exhibit List

EXHIBIT A Reports of Leaders

- Part 1: Report of the Presiding Bishop
- Part 2: Report of the Vice President
- Part 3: Report of the Secretary
- Part 4: Report of the Treasurer (including IT and MS)
- Part 5: Report of the Executive for Administration (see Exhibit K, Part 4 for HR and RE)
 - Part 5a: Blue Ribbon Report on Mission Funding
- Part 6: Report of the Conference of Bishops

EXHIBIT B Synodical and CWA Actions

- Part 1: Synodical Resolutions for Referral to the Church Council
 - Part 1a: Synodical Resolutions for Referral to Churchwide Units (*None*)
 - Part 1b: Proposed Responses: Synodical Resolutions Previously Referred to Churchwide Units
- Part 2: Churchwide Assembly Actions
 - Part 2a: Churchwide Assembly Action for Referral (not LIFT actions)
 - Part 2b: Churchwide Assembly Actions: Responses from units to Church Council (*None*)

EXHIBIT C Nominations

- Part 1: *The Lutheran* Advisory Board Members' Vita
- Part 2: Hearings Officers' Vita
- Part 3: BOP Trustees' Vita

EXHIBIT D En Bloc Items

- Part 1: Board Development Committee
- Part 2: Executive Committee
- Part 3: Legal and Constitutional Review Committee
 - Part 3a: Additional Voting Members for the 2013 Churchwide Assembly
 - Part 3b: Allegheny Synod Constitution Revisions
 - Part 3c: Deaconess Community Bylaws
 - Part 3d: Lutheran Medical Center
 - Part 3e: Continuing Resolutions Amendments
- Part 4: Planning and Evaluation Committee
- Part 5: Program and Services Committee
- Part 6: Nominations and Elections
 - Part 6a: Social Ministry Organizations
 - Part 6b: Seminaries
- Part 7: Budget and Finance Committee
- Part 8: Other Items (*None*)

EXHIBIT E Board Development Committee

- Primer on ELCA Advocacy

EXHIBIT F Budget and Finance Committee (To be provided)

EXHIBIT G Executive Committee

- Part 1: Audit Committee Charter
- Part 2: Board Development Committee Charter
- Part 3: Budget and Finance Committee Charter

- Part 4: Executive Committee Charter
- Part 5: Legal and Constitutional Review Committee Charter
- Part 6: Planning and Evaluation Committee Charter
- Part 7: Program and Services Committee Charter

EXHIBIT H Legal and Constitutional Review Committee

- Part 1a: Lutheran Men in Mission Articles of Incorporation Redline
- Part 1b: Lutheran Men in Mission Articles of Incorporation Changes Accepted
- Part 2a: Lutheran Men in Mission Restated Bylaws Redline
- Part 2b: Lutheran Men in Mission Restated Bylaws Changes Accepted
- Part 3a: Lutheran Medical Center Board Resolution
- Part 3b: Lutheran Medical Center Board Amendment

EXHIBIT I Planning and Evaluation Committee

EXHIBIT J Program and Services Committee

- Part 1: Social Statement Summaries
- Part 2: COB Response to Social Statement Review Process
- Part 3: Communal Discernment Task Force Response to Social Statement Review Process
- Part 4: Corporate Social Responsibility Roles (Interim Report)

EXHIBIT K Report of Churchwide Ministries

- Part 1 Congregational and Synodical Mission Unit Report
 - Part 1a: Campus Ministry Report
 - Part 1b: Regional Coordinator Reports
- Part 2 Global Mission Unit Report
- Part 3 Mission Advancement Unit Report (including *The Lutheran* magazine)
- Part 4 Office of the Bishop Areas Report: Ecumenical and Inter-Religious Relations, Human Resources, Research and Evaluation, Synodical Relations and Theological Discernment

EXHIBIT L Church Council Items

- Part 1: Synod visits by Church Council members
- Part 2: Church Council Member Synod Contacts
- Part 3: Church Council Committee List
- Part 4: Church Council Photo Directory
- Part 5: Church Council Schedule through 2017
- Part 6: Orientation Manual

EXHIBIT M Congregational and Synodical Mission

- Part 1a: Deaconess Community Bylaws Highlighted
- Part 1b: Deaconess Community Bylaws Complete Version (Changes Accepted)

EXHIBIT N Global Mission

EXHIBIT O Mission Advancement

EXHIBIT P Separately Incorporated Ministries

- Part 1a: Augsburg Fortress Unit Summary
- Part 1b: Augsburg Fortress Summary of Digest Board Actions
- Part 2a: Board of Pensions Unit Summary

- Part 2b: Board of Pensions Summary of Digest Board Actions
- Part 3a: Lutheran Men in Mission Unit Summary
- Part 3b: Lutheran Men in Mission Board Information
- Part 4a: Mission Investment Fund Unit Summary
- Part 5a: Women of the ELCA Unit Summary
- Part 5b: Women of the ELCA Digest of Board Actions

EXHIBIT Q Other Business

- Part 1: 2011 Churchwide Assembly Evaluation
- Part 2: 2011 Churchwide Assembly iPad Pilot Project Evaluation

Report of the Presiding Bishop

“Thank you, Bishop. Thank you because your church saved my life.”

It was not a comment that I expected to hear at the cafeteria at St. Olaf college, I was tempted to immediately correct the theology in the gratitude. This isn't my church. It's Christ church, and its God who saves your life. But I resisted and let him continue, “Bishop, I never thought I would get to thank you personally because your church saved my life. When I became clear and open that I'm a young gay man, all I experienced from churches was “[T]here's not a place for you here.” But your church said, “You are welcome here. God calls you by name. You are a child of God.”

“Bishop, thank you.”

This is who we are as the ELCA. This is Christ's church. God calls us by name. As the Reverend Rafael Malpica-Padilla said, “We believe each one is created in the image of God, and there's a place for you here, and that the Holy Spirit through the good news of Jesus Christ brings us to a living, daring confidence in God's grace that we call faith.”

It was a bitterly cold October day in Baltimore. The winds were howling and a combination of snow and rain was blowing. But it did not deter the 125 folks from the Delaware-Maryland Synod from gathering in a public park to rededicate a huge statue of Martin Luther. The tent we were huddled under did little to protect us, but we sang “A Mighty Fortress is Our God” accompanied by brass and a local choir. We were there that day to do much more than rededicate a statue. We were giving a public witness to who we are as Lutheran Christians. We are a community of faith in the body of Christ, deeply rooted in Scripture, the Scriptures that show forth Christ, deeply rooted in our confessions that are centered in the good news that we are saved by God's grace through faith on account of Christ. And as Luther reminded us and you heard it in the quote that Rafael ended with, “And we are deeply rooted in the world, in God's world, in God's mission that has a church.” Deeply rooted in the belief that Christ frees us all to serve our neighbor and seek the common good.

The next day was Reformation Sunday. At St. Benjamin's Lutheran Church in Westminster, Maryland, as happened that Sunday throughout congregations of this church, young people stood up publicly to affirm their baptism in the rite of confirmation. Young people saying, “Yes, with the help of God, I want to live in the covenant God made with me in holy baptism. I will live among God's faithful people. I will hear God's word and share in the Lord's supper. I will proclaim the good news of God in Christ through word and deed. I will serve all people following the example of Jesus and I will strive for justice and peace in all the earth.”¹ This is who we are as the Evangelical Lutheran Church in America. We are a people trusting that the Holy Spirit is living in us and through us. We are living out a living, daring confidence in God's grace in this baptismal promise that God is always making us a new creation, and in Christ, reconciling us to God and entrusting to us the message and ministry of reconciliation.

While having lunch with seniors at Luther College—all headed for seminary and not yet decided which seminary because all were waiting to hear financial aid package offerings—one student said, “I'm sorry Bishop, but I've got to get to the library. I'm trying to get my senior research paper done so I can graduate in December.”

I asked, “What's your paper on?”

She said, “I'm writing it on Phebe Hospital in Liberia, focusing especially on Phebe Hospital's role as a healing community pre-, during and post- the Civil War.”

I asked, “How did you get interested in Phebe Hospital.”

¹ *Evangelical Lutheran Worship* (Minneapolis: Augsburg Fortress, Publishers, 2006) 236.

She said, “Because I spent two months there in a global education experience. I feel so called to ministry in a church, centered in the good news of Jesus that wants to be connected to the world and lives in relationships like we have with the church in Liberia and the people who serve Phebe Hospital.”

This is who we are. We’re a church that knows—not on our own, not on our own as congregations, not on our own as synods or churchwide organization or partner agencies and institutions but together with ecumenical partners and global companions—we are called to proclaim the good news of Jesus Christ and engage in God's work of restoring community.

Don't ever underestimate the power of the Holy Spirit to bring forth fruit from our labors. Many years ago, this church invested in a young woman's education when she wanted to study peacemaking. We gave her a Global Mission scholarship to study at Eastern Mennonite University. As a result of those studies in part, Leymah Gbowee became a peace activist in the midst of Liberia's brutal civil war. She went back. She built coalitions across religious lines. Women—Christian, Muslim and traditional religions—began to sit in prayerful silence in daily demonstrations defying the orders of that brutal president dictator Charles Taylor. Well, Charles Taylor finally granted the women's request for a meeting with him. And it was Leymah Gbowee who made the case on behalf of all the women. She told President Taylor, “We’re tired of war. We are tired of running. We’re tired of begging for bulgur wheat. We’re tired of our children being raped and we are now taking this stand to secure the future for our children because we believe, as custodians of society, someday our children are going to ask us, ‘Mama, what were you doing during the crisis when all were being killed?’”

That women's movement of resistance and nonviolence for peace grew until it really was the movement that ushered in peace by August of 2003. And it's a powerful story chronicled in the documentary film *Pray the Devil Back to Hell*. Last month, Leymah Gbowee was on a redeye flight from San Francisco to New York to do the last stop on her book introduction tour. E-mails began to come into her laptop, and she thought she'd better pay attention because they all had the same subject line Nobel Nobel Nobel. She began to open the e-mails and she read them and Leymah leaned over to her seat mate and said, “Sorry to bother you sir, but I think I just won the Nobel Peace Prize.”

A Lutheran from Liberia living out daily a daring, living confidence in God's grace, living out daily the baptismal promise that living in this relationship of God's grace, I will strive for justice and peace in all the earth. And now she, with two other women, will receive in December the world's highest recognition for peacemaking.

This is who we are as a church, deeply rooted and yet always being made new. It was Luther in his preface to the Romans that described faith this way, “[A]living, daring confidence in God's grace, so sure and certain that believers would stake their lives on it a thousand times. Because of it [faith], without compulsion, a person is ready and glad to receive everyone, to serve everyone, to suffer everything, out of love and praise to God.”²

The student sitting to my right at that St. Olaf College luncheon was so excited because she said, “I'm going into global health.”

The young first-year student who just joined us said, “You are? I want to too.”

They met and the young senior said, “And let me tell you what we just did as a student congregation. We just sent a check for \$1500 to the ELCA Malaria Campaign, but I'm so pumped because now I heard of the Sorenson matching gift. So we'll be matched dollar-for-dollar. Do you want to help me? We're going to motivate this campus and maybe other campuses to take up the

² Martin Luther, *Luther's Works Volume 35, Word and Sacrament I*, E. Theodore Bachman and Helmut T. Lehmann eds. (Philadelphia: Muhlenberg Press, 1960) 370-371.

challenge so we can be part of this effort to reduce death from malaria.”

She said, “Bishop, what a cool thing that we’re doing.”

This is who we are, living faith, a daring confidence, a daring confidence that our unity, which is God's gift to us in Christ, comes to us through word and water, bread and wine. All of our work for 23 years, and in our predecessor churches going all the way back to the Confessions, have been about the calling to make visible that unity that is ours in Christ.

Our growing relationship with the African Methodist Episcopal Zion church was celebrated on a Friday night in September in Salisbury, North Carolina. The African Methodist Episcopal Zion church was formed centuries ago in New York when an African American couple came to have their child baptized. Their white pastor asked, “By what name shall he be baptized?”

And they said, “George Washington.” The white pastor said it will not be and he baptized their baby Ishmael. That couple, with their followers, left the congregation and gave birth to a new denomination that has come to be known as the African Methodist Episcopal Zion church, a church that has been called the freedom church.

One ELCA member in North Carolina, Larry Dagenhart, became legal counsel for Hood seminary and Livingstone College of the African Methodist Episcopal Zion Church in North Carolina. As he came to know these communities, their leaders and their members, he went to his bishop and he said, “Bishop Bolick, we've got to start a conversation and get to know each other because the North Carolina Synod is right across the road from Hood Seminary.” That conversation began five years ago and grew into a national conversation of religious leaders. Bishop Walker, my counterpart, and I and other bishops and staff have been deepening our understanding of each other for five years, sharing our histories and our theologies, going to Southern Seminary and Hood Seminary to talk about how we form leaders together, bringing in those working on HIV and AIDS, deepening trust and growing in reconciliation that needs to tend to the wounds of racism and segregation as they have festered for generation-upon-generation.

In September, 450 of us gathered at St. John's Lutheran Church to give thanks to God for this deepening relationship through which God brings restoration and reconciliation. Remember the context. We were in Salisbury, North Carolina. Not far from St. John's Lutheran is the former all-white Anglican cemetery, outside the walls of which were discovered the bones of slaves. The wall has now been rebuilt to include those bones. Salisbury, North Carolina, the last publicly recorded known lynching occurred there. And Bishop Bolick said he thinks it has the highest percentage of any county in the United States of which has seen the exodus of ELCA congregations through disaffiliation votes after 2009.

To go into that context, known for its division, its festering wounds and even hatred, to stand publicly together around the table of Christ's presence and to hear the proclamation coming from my counterpart that leads that church, whose name is Bishop George Washington Carver Walker. He proclaimed the word that night from the story of Jonah when Jonah has fallen asleep in the ship and the shipmate comes down and says “Awake. Arise. Call your God.” (Jonah 1:6) And believe me by the end of Bishop Walker's sermon, 450 people were awake, calling on our God, arising, ready to renew our commitment to being part of God's work. This is who we are as a church, called to be part of God's reconciling and restoring community, work for which the Holy Spirit calls us.

It's not only reconciliation within the church, but within the world. That's why no matter what political party is in power in the White House, in Congress, in statehouses, in legislatures or in local communities, we will first of all affirm the vocation of public service as being a calling from God, and we will hold public servants accountable. We will hold public servants accountable, as we have been doing in recent months, so that the balancing of budgets and the reducing of debt is not done on the backs of those who live in poverty and who hunger every day for food. That's

why we advocate that there must be a circle of protection around those programs that historically have been untouched when deficits arise and budgets must be reduced. And we believe it's a moral issue. The Reverend Andrew Genszler said, "It's a matter of faith."

So again and again, we will do what I did on your behalf this week and our ready bench bishops will do at the end of November. We went to the White House to hold this administration accountable, as we have the Bush administration, on behalf of our companions in the Evangelical Lutheran Church in Jordan and the Holy Land to work tirelessly to exert our power and influence to bring Israelis and Palestinians back to the negotiating table and to urge this administration to challenge the government of Israel to quit settlement expansion that becomes a deterrent to peace.

As you've heard, we will continue to carry out the commitments of the Churchwide Assembly to make it possible, through the adoption of the DREAM Act, for children born in this country, no matter whether their immigrant parents carry documentation or not, to receive an education. Whether our public voice and witness is raised through advocacy, organizing or with social ministry organizations, we are people that believe to be part of this church, we will discern daily what the death and resurrection of Christ means for our common life and witness, in a complex and rapidly changing world.

How do we do this as a church body? We don't just say to the baptized, "You're out there. Figure it out. I know it's a brutal world. It's a changing world. It's a complex world. But if you're wise enough, you can figure it out." No, no no. We say, "We go together into the publics of our life at those intersections of faith and life." And we say, "We come with these wonderful documents that have been born out of this church out of a process of study that engages the Scriptures, the wisdom of theologians and the life-lived experience of others. And then, through a process of study, they become formed into a draft of a social statement that engages the church through public hearings and responses and gets redrafted again and that finds its way through this Church Council and through you, should you approve it, to the Churchwide Assembly for more debate and revision and finally adoption. We then give this to the church, this church who we are and we say let this inform our public witness. It does not bind your conscience, but it helps us to live as responsible people of faith in a complex world. This is who we are. We're a church who daily seeks to discern what the death and resurrection of Christ means. And we're a church committed to sharing the good news of Jesus Christ with others.

One of my favorite passages is still from Romans, listen to Paul, "But how are they to call on one in whom they have not believed? And how are they to believe in one of whom they have never heard? And how are they to hear without someone to proclaim him? And how are they to proclaim him unless they are sent? So faith comes from what is heard, and what is heard comes from the word of Christ." (Romans 10:14-17, NRSV)

The good news of Jesus Christ is so good that the world deserves to hear it. That's why we're encouraging every one of our 10,000 congregations to join with other congregations, Lutheran and ecumenical, to be convened by missionary bishops at mission tables with directors for evangelical mission to be joined by social ministry organizations because we do not believe any one of our 10,000 congregations lacks the gospel or is in other than a mission context. So I would say that if a congregation wants to abdicate from this challenge, they have to convince me they lack the gospel and they're not in a mission context. That's who we are. That's why we're going to engage in the three great listenings: listening to God, listening to our community and listening to the gifts the Holy Spirit has given to us. That's why the Mission Investment Fund has said we're going to put grants into those 26 growing wineskin communities that are people who have stayed within the ELCA after their congregations have disaffiliated from the ELCA. That's why the Mission Investment Fund says we're going to put some money in Minot, North Dakota for a project coordinator so that those social ministry organizations and congregations that are

imagining new possibilities for building up the community of Minot in proclaiming Jesus Christ can do it with thoughtful engagement and evangelical imagination.

That's why Santa Maria Guadalupe congregation in Irving, Texas, when they lost and got kicked out of their building, individuals loaned the congregation the money to build a new building. They went to the Mission Investment Fund. They got a loan and have now planted this bilingual congregation with 80 to 100 kids in confirmation. They're worshipping 300 to 400. Why? Because the good news of Jesus Christ is too good to keep to ourselves.

This is who we are. Tomorrow in 10,000 congregations, as we will do here in the Lutheran Center, we will hear the good news of Jesus Christ. And the baptized and the not-yet baptized will experience the presence of Christ through word and bread and wine and water. And by the power of the Holy Spirit, faith will be formed and born and renewed, faith that is a living, daring confidence in God's grace. I said it at the Churchwide Assembly. I have said it many times since. Some folks have e-mailed me trying to convince me otherwise, and they have failed miserably. And that is this. I have never, in now my 11th year of being called to lead this church with you, been so grateful and so hopeful for the Evangelical Lutheran Church in America as I am now. This is a great time for us to be called into leadership together. Thanks. (Applause)

This page left intentionally blank

Report of the Vice President

“For I know the plans I have for you,” declares the Lord, “plans to prosper you and not to harm you, plans to give you hope and a future.” Jeremiah 29:11

I reflected on this verse at the last Churchwide Assembly. You were there. Did you not feel the renewed hope for the future of our church? As in the words of the assembly theme, we are “**Freed** in Christ to Serve”, to share the good news of Jesus, and freed from what could pull our attention away from that.

No one will deny that in previous Churchwide Assemblies, we struggled with very sensitive issues. Emotions were laid open for all to see and feel, and those emotions ran the gamut from extremely painful admissions to the joy of worshipping together. It seemed as if there would always be some issue that created some kind of division. Some predicted there would always be issues that forced us to choose sides.

But this assembly just *felt* different. What made the difference? What was it that pulled us out of the tough times?

Even though we experienced tension in previous assemblies, we also knew God had a plan. We needed to remember that God has plans for us, to let us prosper, and not to harm us. We just needed to listen and be patient. That sounds easy on paper. But if you were not present at those past assemblies, let me tell you it took a lot of courage to pray and trust that God was guiding us. In a group of over 1,000 voting members, complete agreement is going to be pretty rare. Some people were bound to be disappointed in outcomes. In previous assemblies as we discussed and debated controversial issues, no doubt there was disappointment in the meeting hall. We may not agree with every decision made, but we go with it and trust God to continue to guide us. Disappointment may be inevitable, but *discouragement* is a choice.

Yes, we have had some trying assemblies. We have worked through some tough issues. I cannot truthfully say we have emerged unscathed. However, God often uses trials to position us for greater blessings. We have responded to trials and tribulations by sharing those blessings, and therefore God’s love, with others.

And the ELCA is poised to make great things happen.

Our trust proves we believe God wants to bless us, not harm us. Bad things may come our way in the form of famine, pestilence, drought and flooding. Those are not ways God wishes to *harm* us; they are ways in which we can show God’s blessings in helping one another, showing his love for us all. In the midst of suffering and hardship, don’t think his plans have changed. God uses all things for the ultimate good of those who love him. We may not understand his purpose in all things, but he promises to be working for our good. How has God used us, working through the ELCA, to share his blessings in the midst of bad things?

The ELCA comes to the aid of God’s people across the globe. For example, many folks in our country have recently suffered from natural disasters. Droughts, floods, and fires have plagued our nation, and our church has been there to help those in need. There is no greater love for God than to come to the aid of His hurting children. I speak from experience: I received God’s love in the form of aid from Lutheran Disaster Response after the destruction of Hurricane Ike.

We as Lutherans know that God’s people are found not only in our own country but around the world as well. The call for help on behalf of the millions in malaria-affected areas has been answered by Lutherans contributing to the ELCA Malaria Campaign. Lutherans have also has committed \$1.25 million for immediate drought relief in the Horn of Africa. I firmly believe we are making a difference, and I hope those who are suffering may see the aid we give as blessings.

God has plans that may not be immediately clear to us, but he does wish to bless us, not harm us. Looking back at past assemblies, I can understand that. But what about the future?

This last Churchwide Assembly gave a glimpse of our future. For one thing, look at the involvement of the younger generation of voting members. They were not sitting and watching the business pass by. They were actively engaged, often bringing thoughtful and insightful comments to the microphones, sharing a different perspective, and always showing initiative and interest. They were also there to learn, asking questions when they did not understand. If they embody our future, then God is truly taking care of us. The enthusiasm of our younger members rejuvenates me, an old man of 58 years. I looked at the younger generation at the assembly and was filled with hope for the future.

Yes, this Churchwide Assembly was different. Major issues that divided us before were no longer a distraction from our desire to focus on basic human issues and carrying out the mission of our church: *Marked with the cross of Christ forever, we are claimed, gathered, and sent for the sake of the world.* We are a church called to do God's work in the world. That should be our greatest focus.

Yes, this assembly was a breath of fresh air. I could feel the unity of the assembly in the hope of the future. Don't get me wrong—discussing our differences is not always a bad thing. It is only bad if it gets in the way of the real work of caring for the earth God gave us and the well-being of his people. For that, I am most grateful. It's good to be "back to the future". Thanks be to God!

Since our last time together, there have been some major milestones in my personal life—milestones that give me hope for my family's future! Our daughter graduated with honors from Texas A&M University with a degree in Special Education. Teaching, unfortunately, is a saturated job market and she has yet to find employment. In looking for God's plan, she has decided to start graduate school in the spring.

Our son and his wife are thrilled he received a transfer with his company that is only a short commute from their home. That means he can be more active in the life of his wife and little boy, not just a weekend husband and dad. Bryson Edward, our only grandchild, is now a little boy. He turned one year before we knew it, and it won't be long before he is in his two's. Somehow, that age is so much cuter and sweeter in a grandchild. Bryson is one example a hopeful future for Diane and me.

Since my last report, I attended three synod assemblies. I was very happy to spend time at the Northern Texas-Northern Louisiana Synod, the Central/Southern Illinois Synod, and the Texas-Louisiana Gulf Coast Synod. Visiting synod assemblies is one of my favorite things to do as a church representative. I love seeing not only the different ways our members are called to serve, but also the many ways in which we are alike. I am **always** filled with hope for the future after seeing these assemblies at work.

One of the highlights of the assemblies I visited was a farewell banquet for Warren Freiheit (pronounced "Fry-height," as I was told at the end of the evening after mispronouncing it during the whole program!). It was so good to see former bishops Phil Hougen and Gary Hanson, among others also participating in the roasting of Warren. It was a great evening and, though it marked changes for the Central/Southern Illinois Synod and the Freiheit family, you could feel God's hand directing their futures.

The future does not need to be so uncertain. We do not need to look ahead with fear or anxiety. God is with us now and will be in the future. Only God knows the plans he has for us. Even though we do not know those plans exactly, we **do** know that God loves us and will not harm us as we live our lives doing his will. And I firmly believe that we are on the right track. Thanks be to God!

Report of the Secretary

A. Introduction

The Sagrada Familia is perhaps the most recognized landmark in Barcelona. As a traveler to Barcelona two weeks after the 2011 Churchwide Assembly, I found that it provided a moving metaphor for the Evangelical Lutheran Church in America. Let me explain. First, it is a cathedral that inspires awe and elicits provocative conversation from multiple perspectives (including theological and architectural). God's work. Gaudi's hands. Second, it is complex and multi-faceted. It is not the same from all vantage points. Almost nothing is linear! Third, in listening to people describe it, almost everyone loves some aspects of it and dislikes others. Fourth, it remains a work in progress. Finally, as its name denotes and as its architecture reflects, it is the Family of God. So, too, is the ELCA!

With visions of the Sagrada Familia still in mind, I'm back in the Office of the Secretary, following up on the 2011 Churchwide Assembly and looking ahead to the next biennium. In addition, just as in most years, the fall brings a flurry of activity. Believe it or not, plans already are beginning for the 2013 Churchwide Assembly. In this report and in my oral report, I will comment on these activities, especially as they relate to the Church Council. Because of the Churchwide Assembly, I will not address much of the regular work of the Office of the Secretary in this report. It is ongoing and especially challenging in light of the demands in the aftermath of the assembly and the restructuring of the churchwide organization. However, I do want to comment very briefly on the summary of congregational reports (which was appended to my report to the Churchwide Assembly and is an attachment to this report) and several other matters. Most of this report will address the Churchwide Assembly and follow-up issues.

B. 2011 Churchwide Assembly

1. Planning and Preparation

From the perspective of the Office of the Secretary, a number of comments warrant mention regarding the planning and preparation for the 2011 Churchwide Assembly. First, once again, the work of the Churchwide Assembly Planning Team resulted in an exceptionally well-organized assembly. As discussed below in my comments regarding the evaluations, the experience of voting members reflects the diligent work of those responsible for preparation. I'm especially grateful to the many members of the Office of the Secretary who contributed substantially to these efforts.

Second, the combination of the LIFT report and recommendations and the restructuring of the churchwide organization substantially complicated the preparation, review, vetting, and presentation of amendments to the governing documents. From our current perspective, I am greatly appreciative of the diligence and dedication of the legal team in the Office of the Secretary, the input of the Conference of Bishops, and the work of the Legal and Constitutional Review Committee of the Church Council. In my opinion, the overwhelmingly positive vote margins for the governing document amendments represent an affirmation of the hard work and thorough preparation processes.

Third, technological advances in 2011 were significant and will set the stage for future assemblies. Following up on the precedent of 2009, all registrations again were handled electronically. (More than 99 percent of voting members provided us email addresses, which greatly facilitated communications!) In addition, the entire *Pre-Assembly Report* was posted on the ELCA Website, and the initial postings were made substantially before the first mailing was sent for prior assemblies. The orientation and

parliamentary procedure videos also were available for review online. This year the new Mission Advancement unit coordinated multiple communications with voting members, and these were both well-received and effective in disseminating important information about the assembly. I anticipate that the posting of pre-assembly materials will result in better prepared voting members in the future, as well as contribute to the ongoing commitment of this church to care for God's creation. Finally, technology facilitated and substantially enhanced reports and video presentations, making them both informative and inspiring. Kudos to the communications team! The advances in technology provide great opportunities for continued development in 2013!

2. The Assembly in Orlando

I could spend considerable time recapping the logistical challenges, the decision-making, and the worship, as well as telling stories regarding the 2011 Churchwide Assembly. I will resist the temptation, however! Nonetheless, I do want to provide you the final demographic information and comment briefly on a preliminary assessment of the evaluations received from voting members.

First, here is the final information regarding voting member demographics. There were 1024 voting members. (There was one voting member who was a no-show and was not replaced.) 62 percent of voting members were lay persons; 38 percent were clergy. Of the clergy, 38 percent were female. 13 percent of the voting members were persons of color or whose primary language was other than English. Just under 13 percent were youth or young adults. These numbers reflect a successful effort by synods to implement the representational principles in the governing documents of this church. Thanks to all who made this possible!

3. Evaluations from Voting Members

Research and Evaluation has provided a preliminary report on the evaluations submitted by voting members to the 2011 Churchwide Assembly. (It represents responses from 779 voting members, a slightly higher percentage than in 2009.) A copy of the summary is Attachment 1 to this report.

Several aspects of the evaluations are particularly significant from the perspective of the Office of the Secretary. First, the evaluations reflect a remarkably high level of appreciation and understanding of relevant issues on the part of voting members. 64 percent of respondents rated the facilitation of debate as "excellent" (On a scale of 1 to 5, 64 percent rated it as a "5"; another 28 percent rated it as a "4".) 98 percent of respondents said that they felt adequately informed about the procedures for debate, and 95 percent felt adequately informed about the subject of each vote. These are remarkable statistics, and they reflect highly on both the quality of preparation and the leadership of Presiding Bishop Hanson as chair. It also is significant to note the high ratings for the satisfaction of various assembly committees. When asked how satisfied they were with their work, voting members gave a 6 or 7 on a seven-point scale a very high percentage of the time to the Memorials Committee (80 percent), the Reference and Counsel Committee (78 percent), and the Ad Hoc Committee (80 percent).

Second, logistical arrangements also received high marks. On a seven-point scale, with 7 being the highest, more than 85 percent of respondents rated the registration process as a 6 or a 7. A majority of voting members said that the *Pre-Assembly Report* was very useful. Voting members also thought that the right quantity of pre-assembly updates was sent to them. One issue that needs to be evaluated further is the drop in the number of voting members who thought that the amount of pre-assembly materials was appropriate. (In 2009, the percent was 56.5 percent, and in 2011 the percent was 49 percent. 47 percent reported that they were overwhelmed by the quantity of materials – up from 41 percent in 2009 and 2007.)

The results of the survey from voting members who participated in the iPad pilot paperless project also were very encouraging. 93 percent agreed or strongly agreed that the ELCA should use such technology in the future. (It is also interesting to note that of all the voting members who completed the

survey, 78 percent said they would prefer to use an electronic version of the *Pre-Assembly Report* instead of a paper version!)

Two related matters warrant mention. More than two-thirds (68 percent) of respondents said that they were serving as voting members for the first time. And, a significant number of the general written comments called for more orientation sessions in synods prior to the assembly. Taken together, these responses suggest that we should think creatively and strategize with bishops and other synod leaders about how best to orient voting members, particularly those serving for the first time. The recommendations of the LIFT task force and the work of the Communal Discernment task force reinforce the importance of working proactively in the orientation of voting members.

C. Follow-up on the Churchwide Assembly

The actions of the Churchwide Assembly have required considerable work in the churchwide organization and collaboration with synod bishops, and the Office of the Secretary has worked diligently to assist colleagues and liaise as appropriate with partners in the churchwide organization and in synods. Much of the discussion at the recent Conference of Bishops meeting addressed these issues, and this Church Council meeting will consider issues that have arisen as the result of the Churchwide Assembly's actions. Implementing the LIFT Task Force recommendations and the implementing resolutions adopted by the assembly will be important. It also is important to provide Synod Councils and congregations information regarding the amendments to the governing documents adopted at the assembly, as well as assistance in updating them. (The amendments and a clean copy of the revised governing documents are now posted on the ELCA Website.)

D. Preparations for the 2013 Churchwide Assembly

Work already is underway for the 2013 Churchwide Assembly in Pittsburgh.

In beginning to prepare for the 2013 assembly, there are some results in the survey of voting members that warrant further evaluation. For example, the number of participants in hearings suggests that it may not have been effective to have hearings before the opening plenary session. As indicated above, the quantity and dissemination of pre-assembly materials also need to be evaluated from the perspective of effectively orienting voting members, especially ones that have not served before.

One of the first steps in preparing for an upcoming Churchwide Assembly is the allocation of voting members. Attachment 2 to this report is the allocation for the 2013 assembly. This allocation is based on 2010 congregational report data and the application of ELCA bylaw 12.41.11 (which allocates to synods one voting member for each 5800 baptized members plus one additional member for every 50 congregations in the synod). Because of the pending work of the LIFT Task Force and for other reasons, the Office of the Secretary did not recommend an amendment of the formula for allocating voting members in 2011, other than adding a provision allowing the Church Council to allocate up to a total of 10 additional members "in order to further principles of organization, commitment to inclusiveness, and interdependence as specified in Chapter 5 of this constitution" Because of the reduction in baptized membership and the loss of congregations, many synods will see a reduction in their voting membership for the 2013 assembly. With respect to allocation of the additional voting members, the Office of the Secretary recommends allocating them on the same basis as in 2011 and 2009. This recommendation will be addressed at this Church Council meeting.

E. Congregational Reports

The Summary of Congregational Statistics for 2010 was included as Appendix C in the Report of the Secretary to the Churchwide Assembly and is attached as Attachment 3 to this report. It also is

available on the Office of the Secretary Web pages. Because of other issues on the agenda for this meeting, I will not review in detail or analyze the statistical data in this report, although I will provide you information in my oral report. In addition, Research and Evaluation can prepare a report for individual synods based on responses from their congregations.

The response rate for congregations for 2010 throughout the church was 73.9 percent. This represents a decrease from 2009, when the response rate was 75.8 percent, and a drop from the highest level achieved in the last decade of 89.8 percent in 2002. From my perspective, the reduction in response rate is understandable, given the issues with which synods and congregations were grappling in 2010 and 2011, but the goal for 2011 is to have the response rate increase to over 80 percent. Kudos to the La Crosse Area Synod for obtaining responses from 100 percent of its congregations. Honorable mentions go to the following synods with more than 90 percent of congregations responding: Alaska, Grand Canyon, Northern Great Lakes, Greater Milwaukee, and Southeastern Minnesota. (Please see me, and I'll provide you the final response rate for your synod.)

For your information, *S8.12.i.12 in the *Constitution for Synods* includes in the responsibilities of the bishop, appointment of a synod statistician to secure parochial reports. Synods that have statisticians historically have had the highest response rates. As you return to your home synods and link up with partner synods, please see if they have statisticians appointed and encourage synod staffs to work with congregations to increase the response rate.

F. Other Matters

The responsibilities of the Office of the Secretary are many and diverse. In addition to the regular responsibilities of a corporate secretary (such as minutes and records management), the Office of the Secretary oversees meeting management for the churchwide organization (including logistic arrangements for the Churchwide Assembly and Church Council meetings), archives, maintaining the rosters of this church, the *Yearbook*, and other matters. If you have questions regarding Church Council logistical issues, please see one of our meeting planners who will be delighted to assist you!

There are a number of specific issues to bring to your attention. First, the Office of the Secretary is working closely with Walter May, assistant to the presiding bishop for the Conference of Bishops, in beginning to prepare for synod bishop elections in 2012 and 2013. There are ten elections scheduled for 2012 and 25 in 2013. We already have briefed bishops and held a series of conference calls with synod vice presidents. Please be attentive to the importance of these elections as you meet with Synod Councils.

Second, I have participated in a newly created Corporate Social Responsibility (CSR) Review Team to facilitate this work in the context of the redesign of the churchwide organization. The Administrative Team authorized the hiring of Pat Zerega on a one-half time contract basis as a consultant on CSR issues (her salary is shared by the Board of Pensions and the churchwide organization). Pat works in the Congregational and Synodical Mission unit with the advocacy team, but the CSR Review Team includes representatives of the Office of the Treasurer, the Mission Advancement unit, the Board of Pensions, and the Office of the Secretary. It is working on both addressing CSR issues in the short run and on developing a plan for addressing those issues for the longer term. A report and recommendations will be brought to the April 2012 Church Council meeting. This Church Council meeting will receive an update on CSR through the Program and Services Committee.

Third, there is one new aspect of the services provided by the archives that also warrants mention. The archives have developed a platform for synods to store and access their records electronically. It is known as SODA! Introduction of the new Synodical Online Digital Archive (SODA) began in late September. The idea for SODA grew out of the ELCA Regional Archives Network meeting in March 2010, where discussions took place on how the Office of the Secretary, the ELCA Archives, and the

ELCA's Information Technology team could assist synods and regional archives in the task of permanently retaining the minutes and reports from synod assemblies and synod council meetings, while beginning to address the challenges of archiving electronic documents.

The ELCA Archives and the ELCA's IT team designed an online archive where synods are invited to upload their synod assembly minutes and reports, synod council minutes and reports, and synod constitutions. When accessing SODA, a synod will be able to see only its archive of uploaded documents. Synod staff will be able to download documents from the synod archive on an as-needed basis. Each ELCA regional archivist also has access to SODA and they will be able to see the holdings of each of the synods in their regions. Steps will be taken to ensure that confidential records will not be disclosed. Stay tuned for more information!

G. Concluding Remarks

It is difficult to believe that the fall of 2011 has arrived and that the Churchwide Assembly is behind us. As is the case every year, the fall brings a calendar full of activities, with meetings of the Conference of Bishops and Church Council, as well as meetings of the boards of separately incorporated ministries. This fall also is particularly poignant, as we said farewell to our colleague John Kapanke at the Board of Pensions. At this Church Council meeting, we will receive important information about the Board of Pensions from its new president, the Rev. Jeffrey Thiemann.

With all the activity of this season and the challenges of translating the legislative work of the Churchwide Assembly into operational action plans, coordinated with the operational planning of the churchwide organization, I continue to give thanks daily for the collegiality and support of colleagues in the churchwide organization, and especially to my co-workers in the Office of the Secretary. I also thank God for the leadership of bishops and for their support and friendship, and I look forward to working with the Church Council as we carry out the mission and ministry of this church. We are truly freed in Christ to serve, and working together we can do so much to proclaim the Gospel and serve our neighbors. As the Sagrada Familia reminds me, the ELCA is an unfinished masterpiece, a family of God in Christ Jesus. Thanks be to God!

This page left intentionally blank

Appendix
2011 Churchwide Assembly Evaluation Frequencies
Research and Evaluation
 September 2011

N=779; only responses from voting members are included (results are in percentages)

Assembly Materials and Preparation

1. Were the pre-assembly materials available early enough for adequate review?
 - 64 Yes, in plenty of time
 - 28 Yes, but earlier would have been better
 - 8 No, I did not have enough time

2. Which statement best describes your opinion about the quantity of materials received?
 - 47 I felt overwhelmed by the amount of materials.
 - 49 I felt the amount of materials was reasonable.
 - 1 I felt there should have been more materials.
 - 3 Not sure

3. How many of the materials were you able to review before the assembly began?
 - 45 Most or all of them
 - 44 Only some of them
 - 10 Very few of them
 - 1 None of them

4. Please tell us how helpful it was having the following materials available on the Web site prior to the assembly AND how often you reviewed the materials. Rate only the materials you reviewed.

	1 -					7 -			Mean	Times reviewed				
	<u>Not</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>Very</u>	N/A		<u>1x</u>	<u>2x</u>	<u>3x</u>	<u>4x</u>	<u>5x</u>
a. Orientation video	3	2	4	9	15	19	23	24	5.4	74	22	3	1	<1
b. Parliamentary Procedure video	3	3	3	8	13	12	13	45	5.1	86	9	4	1	1
c. Pre-Assembly Report materials	3	2	2	7	16	21	31	18	5.6	36	21	22	9	11

- | | 1 - | | | | 5 - | | Mean |
|---|------------|----------|----------|----------|-------------|----------|------|
| | <u>Not</u> | <u>2</u> | <u>3</u> | <u>4</u> | <u>Very</u> | <u>5</u> | |
| 5a. How useful were the periodic email updates? | 3 | 3 | 18 | 32 | 45 | 4.1 | |
| 5b. Which of the following is true regarding email updates? | | | | | | | |
| 77 The right amount of updates were sent | | | | | | | |
| 7 I prefer fewer updates | | | | | | | |
| 17 I prefer more updates | | | | | | | |

6. How helpful was it to receive the Legislative Update during the Assembly?

1 -Not at all	2	3	4	5	6	7 - Very	Mean
3	4	7	14	18	20	34	5.3

7. How helpful was each 2011 Pre-Assembly Report section?

	1 - Not at all	2	3	4	5 - Very	Mean
a. General information.....	1	2	15	34	48	4.3
b. Reports of officers.....	2	8	22	35	34	3.9
c. Churchwide units.....	2	9	29	34	26	3.7
d. Church Council recommendations.....	1	2	13	37	47	4.3
e. Other Assembly-Related documents.....	1	3	37	39	29	3.9
f. Memorials Committee.....	1	3	13	39	45	4.2
g. Nominating Committee.....	3	7	16	30	43	4.0
h. Reference and Counsel.....	6	4	20	33	37	3.9
i. Church Council.....	2	6	28	36	28	3.8
j. Governing Documents.....	5	10	27	30	28	3.7
k. Other.....	11	9	36	24	21	3.4

8. Did you attend the “ELCA Mission Encounter” event on Tuesday afternoon?

21 No

79 Yes → How helpful was the presentation in explaining the work of the ELCA in the US, Africa, Asia, and Latin America?

1 - Not at all	2	3	4	5 - Very	Mean
5	19	25	31	20	3.4

9. The current policy about contact with voting members allows only postal addresses to be released and then only to a voting member or to an organization composed solely of voting members of congregations of the ELCA. Do you favor making e-mail addresses available?

42 No

58 Yes

	Yes	No
10a. Did you contact your prayer partner prior to assembly?	49	51
10b. Should telephone numbers be made available to prayer partners?	76	24
10c. How important was having an assigned prayer partner?		

1 - Not at all	2	3	4	5 - Very	Mean

20 19 31 17 14 2.9

11. Looking back on your first day at the Churchwide Assembly, how prepared were you to fill your role?

1 - Not						7 -	
<u>at all</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>Very</u>	<u>Mean</u>
<1	3	7	12	33	33	16	5.3

12. What would you have helped you become better prepared? (See attached)

Registration and Accommodations

13. Please rate the...	1 - <u>Poor</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	7 - <u>Excellent</u>	<u>Mean</u>
a. registration process prior to the assembly..	0	<1	1	3	11	29	57	6.4
b. on-site registration process.	<1	<1	1	2	6	24	66	6.5
c. hotel accommodations.	<1	1	1	3	8	25	62	6.4
d. the cost of meals.	11	15	15	17	18	12	11	4.0
e. the quality of meals.....	<1	2	2	5	13	30	47	6.1
f. the variety of meals.....	1	1	3	6	15	31	44	6.0

Hearings

14. On Monday August 15, there were opportunities to attend two hearings. For each hearing YOU ATTENDED (and only those you attended) indicate on the scale how helpful the discussion was in clarifying the issues.

	1 -Not at all	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	7 - <u>Very</u>	<u>Mean</u>
a. Living into the Future Together (LIFT) overview (N=231)	6	5	6	8	23	39	23	5.2
b. Constitutional Revisions: Redesign and General (N=103).	10	3	5	10	24	23	25	5.1
c. ELCA Malaria Campaign (N=109).....	8	0	3	2	12	30	45	5.8
d. Social Statement on Genetics (N=164).....	6	1	2	8	13	33	37	5.7
e. ELCA World Hunger Appeal and Disaster Response (N=72)	11	3	1	4	13	29	39	5.5
f. Roadmap for Mission: Rerooting congregations, synods and partners (N=68).....	7	1	10	15	18	24	25	5.0
g. Book of Faith initiative update (N=55).....	11	2	7	16	15	29	20	4.9
h. Constitutional Revisions: LIFT (N=115).	6	2	6	13	22	31	20	5.2
i. ELCA Malaria Campaign (N=68).....	7	2	2	9	9	31	41	5.7
j. Social Statement on Genetics (N=97).....	6	0	6	9	10	26	42	5.6
k. 2012-2013 Budget Proposal (66).	11	0	5	12	14	29	30	5.3
l. Roadmap for Mission: What are we doing in God's Name? (N=67).	9	3	3	15	21	27	22	5.1

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

Discussion and Debate

15. Did you speak at a microphone to address the assembly?

- 19 Yes
- 80 No
- 1 Does not apply

16. Please rate how well debate was facilitated.

1 - <u>Poor</u>	<u>2</u>	<u>3</u>	<u>4</u>	5 - <u>Excellent</u>	<u>Mean</u>
--------------------	----------	----------	----------	-------------------------	-------------

<1 2 6 28 64 4.5

17. Did you feel adequately informed about.....	<u>Yes</u>	<u>No</u>
a. procedures for debate?	98	2
b. the subject of each vote?.....	95	5

18. How helpful was the Committee of the Whole Q&A with the Presiding Bishop? (N=177)

	1 - Not at <u>all</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	7 - <u>Very</u>	<u>Mean</u>
	7	1	2	11	14	33	32	5.5

19. How often did you agree with the...

	1 - <u>Never</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	7- <u>Always</u>	<u>Mean</u>
a. Memorials Committee.	<1	1	3	9	28	48	11	5.5
b. Reference and Counsel.	<1	2	5	10	26	45	11	5.4
c. Ad Hoc Committee.	1	1	3	11	24	46	14	5.5

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

	1 - Not <u>at all</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	7- <u>Very</u>	<u>Mean</u>
a. the Memorials Committee.....	<1	1	2	4	14	38	42	6.1
b. Reference and Counsel.	1	2	2	6	11	34	44	6.0
c. the Ad Hoc Committee.	1	1	1	5	13	38	42	6.1

Nominations and Elections

	1 - Not <u>at all</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	7- <u>Very</u>	<u>Mean</u>
21. How clear were the instructions for nominating individuals to church boards and committees?.....	3	3	6	11	18	31	29	5.5
22. How effective was the report of the Nominations Committee in conveying information about nominees?.....	1	3	7	11	23	32	24	5.4
23. How satisfied were you with the process for electing members of the churchwide boards, Church Council, and committees?	4	8	10	14	19	27	18	4.9

Worship

	1 - <u>Poor</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	7- Exce- <u>-llent</u>	<u>Mean</u>
24. Please evaluate the worship services in the Crystal Ballroom.								
a. Liturgy	<1	<1	2	2	8	23	65	6.4
b. Use of space.	0	<1	<1	2	6	21	71	6.6
c. Congregational song.	<1	<1	1	4	7	19	68	6.5
d. Other music.....	<1	1	1	3	5	16	73	6.5

	1 - Not at all	2	3	4	5	6	7 - Very	Mean
25. Did you use the dedicated space for prayer during the assembly?								
87 No								
13 Yes → How important was it to have the space available? (N=94)	1	1	1	6	21	28	42	4.6

	1 - Not at all	2	3	4	5	6	7 - Very	Mean
26. How important was daily service during the assembly? . . .	<1	1	1	4	8	18	68	6.4
27. If you sang in the Assembly Choir, how satisfied were you with your experience? (N=154).	7	0	2	3	6	18	62	6.1
28. How effective were the worship leaders?	<1	<1	1	5	12	28	54	6.3

General Schedule and Logistics

	1 - Poor	2	3	4	5	6	7 - Excellent	Mean
29. How would you rate the...								
a. pace of the daily assembly schedule?	1	2	6	14	29	24	14	5.2
b. directions to meeting rooms, receptions, and other events?	1	1	4	9	22	37	27	5.7
c. plenary meeting space?	<1	1	1	3	11	39	44	6.2

LIFT, Technology and You

30. In which of the following ways did you learn about LIFT (Check all that apply.)

- 18 attended a forum
- 89 read the report
- 17 completed a survey
- 22 attended a hearing
- 24 visiting the LIFT web site

31. Did you participate in the pilot paperless project?

- 7 yes
- 93 no

32. In what ways did you use an electronic device while in the Assembly Hall (Check all that apply.)

- 17 to “surf” the Web
- 16 to receive up to date information about the CWA

- 21 other ways, nor directly related to the CWA
- 52 Text or instant messaging, including social media
- 28 Personal digital assistant (calendar, scheduling, etc.)

33. How many times did you do the following in regards to an Assembly action during the Assembly?

	<u>0</u>	<u>1-5</u>	<u>6-10</u>	<u>11-15</u>	<u>16-20</u>	<u>21-25</u>	<u>25+</u>
a. "Tweet" (N=641).....	90	5	1	1	1	1	2
b. Send a text message (N=700).....	44	26	10	7	3	2	8
c. Post a Facebook status update (N=674).....	71	19	6	2	1	1	1

34. If iPads or other devices are available instead of the written Pre-Assembly Report, which are you more likely to use at future assemblies?

- 22 hard (paper) copy
- 78 electronic version

35. Did you participate in a small group Bible study?

- 9 no
- 91 yes

36. Do you wish your synod was part of the pilot paperless project?

- 11 no
- 66 yes
- 23 not sure / not applicable

37. Are you:

- | | | |
|---|-----|----|
| 100 voting member → First time serving? | No | 32 |
| | Yes | 68 |

38. Are you:

- 58 lay member
- 4 rostered lay
- 37 clergy
- 2 other

39. Are you:

- 51 male
- 49 female

40. Please tell us year you were born in (only the decade is reported)

<1	1900s	35	1950s
1	1910s	17	1960s
<1	1920s	8	1970s
5	1930s	6	1980s
23	1940s	5	1990s

41. Please tell us which synod you come from (only the region is reported):

4	Region 1	10	Region 6
6	Region 2	11	Region 7
23	Region 3	11	Region 8
7	Region 4	6	Region 9
21	Region 5		

42. What would you recommend to improve the Churchwide Assembly, with special attention to ways we can improve the use of technology generally in the Assembly hall? (Only the top three responses are listed; see report for complete list .)

18 give everyone iPads
12 other
11 internet access in plenary hall

Churchwide Assembly Voting Member Allocations

		2007 CWA		2009 CWA		2011 CWA		2013 CWA
	ELCA Officers	4	ELCA Officers	4	ELCA Officers	4	ELCA Officers	4
Alaska Synod	1A	4	1A	4	1A	4	1A	4
Northwest Washington Synod	1B	11	1B	11	1B	10	1B	10
Southwestern Washington Synod	1C	9	1C	9	1C	8	1C	8
Eastern Washington- Idaho Synod	1D	8	1D	8	1D	8	1D	7
Oregon Synod	1E	10	1E	9	1E	9	1E	8
Montana Synod	1F	12	1F	12	1F	12	1F	10
Sierra Pacific Synod	2A	15	2A	15	2A	14	2A	13
Southwest California Synod	2B	10	2B	10	2B	10	2B	9
Pacifica Synod	2C	12	2C	12	2C	12	2C	8
Grand Canyon Synod	2D	15	2D	14	2D	14	2D	12
Rocky Mountain Synod	2E	17	2E	17	2E	17	2E	15
Western North Dakota Synod	3A	16	3A	15	3A	16	3A	15
Eastern North Dakota Synod	3B	22	3B	23	3B	23	3B	22
South Dakota Synod	3C	26	3C	26	3C	26	3C	25
Northwestern Minnesota Synod	3D	24	3D	24	3D	23	3D	23
Northeastern Minnesota Synod	3E	16	3E	16	3E	16	3E	15
Southwestern Minnesota Synod	3F	29	3F	28	3F	28	3F	26
Minneapolis Area Synod	3G	42	3G	41	3G	40	3G	36
Saint Paul Area Synod	3H	30	3H	29	3H	28	3H	25
Southeastern Minnesota Synod	3I	27	3I	27	3I	27	3I	26
Nebraska Synod	4A	26	4A	26	4A	25	4A	24
Central States Synod	4B	15	4B	15	4B	15	4B	14

		2007 CWA		2009 CWA		2011 CWA		2013 CWA
Arkansas-Oklahoma Synod	4C	4	4C	4	4C	4	4C	4
Northern Texas-Northern Louisiana Synod	4D	8	4D	8	4D	8	4D	7
Southwestern Texas Synod	4E	16	4E	14	4E	14	4E	12
Texas-Louisiana Gulf Coast Synod	4F	11	4F	11	4F	11	4F	9
Metropolitan Chicago Synod	5A	24	5A	23	5A	22	5A	21
Northern Illinois Synod	5B	20	5B	19	5B	19	5B	17
Central/Southern Illinois Synod	5C	13	5C	13	5C	13	5C	12
Southeastern Iowa Synod	5D	20	5D	20	5D	20	5D	19
Western Iowa Synod	5E	16	5E	15	5E	15	5E	13
Northeastern Iowa Synod	5F	20	5F	20	5F	19	5F	17
Northern Great Lakes Synod	5G	9	5G	8	5G	8	5G	7
Northwest Synod of Wisconsin	5H	22	5H	22	5H	22	5H	22
East-Central Synod of Wisconsin	5I	20	5I	20	5I	20	5I	18
Greater Milwaukee Synod	5J	19	5J	19	5J	18	5J	17
South-Central Synod of Wisconsin	5K	22	5K	22	5K	22	5K	21
LaCrosse Area Synod	5L	10	5L	9	5L	9	5L	9
Southeast Michigan Synod	6A	14	6A	14	6A	13	6A	12
North/West Lower Michigan Synod	6B	12	6B	12	6B	12	6B	11
Indiana Kentucky Synod	6C	18	6C	17	6C	16	6C	15
Northwestern Ohio Synod	6D	21	6D	20	6D	20	6D	19
Northeastern Ohio Synod	6E	19	6E	18	6E	17	6E	16
Southern Ohio Synod	6F	22	6F	21	6F	21	6F	18
New Jersey Synod	7A	17	7A	16	7A	16	7A	15

Summary of Congregational Statistics as of December 31, 2010

Summary of Membership Statistics	2009	2010	Change	Percent	<i>Statistical Analysis</i> Avg./Congregation
Total Number of Congregations	10,348	9,995	353-	3.41-	
Baptized Members	4,543,037	4,274,855	268,182-	5.90-	431.93
Confirmed Members	3,444,021	3,258,847	185,174-	5.38-	329.78
Analysis of Membership Gains and Losses					
<i>Baptized Members—Accessions</i>					
By Baptism—Children under Age 16	58,324	52,801	5,523-	9.47-	
By Baptism—Adults Age 16 and above	5,811	4,993	818-	14.08-	
By Affirmation of Faith	50,840	44,848	5,992-	11.79-	
By Transfer	62,607	56,027	6,580-	10.51-	
From Other Sources and Statistical Adjustment	24,672	19,433	5,239-	21.23-	
Total Accessions—Baptized Members	202,254	178,102	24,152-	11.94-	
<i>Baptized Members—Losses</i>					
By Death	43,900	42,221	1,679-	3.82-	
By Transfer	52,060	51,305	755-	1.45-	
For Other Reasons and Statistical Adjustment	193,764	186,652	7,112-	3.67-	
Total Losses—Baptized Members	289,724	280,168	9,556-	3.30-	
<i>Baptized Members—Confirmed</i>	45,131	41,934	3,197-	7.08-	
<i>Active Participants</i>	2,527,941	2,520,068	7,873-	0.31-	

Percent of Congregations reporting the program/activity is the congregation's specialty.

a. Worship	35.3
b. Music	23.7
c. Christian education for those 15 or younger	11.8
d. Other activities for children	6.6
e. Confirmation Ministry	9.9
f. Christian education for those 16 to 19	2.5
g. Other activities for those 16 to 19	3.7
h. Bible study or other adult Christian education	10.7
i. Prayer, meditation, or spiritual development activities	4.3
j. Fellowship or other social activities	16.8
k. Support groups (bereavement, divorce, 12-step)	2.1
l. Evangelism or recruitment activities	3.0
m. Stewardship	4.5
n. Identifying and using the spiritual gifts of active participants	4.1
o. Social justice activities	5.9
p. Community service activities	18.6

Summary of Congregational Statistics as of December 31, 2010

Summary of Financial Statistics

Totals—End of Year	2009	2010	Change	<i>Statistical Analysis</i>	
				Percent	Avg./Congregation
Total Receipts	2,660,642,480	2,508,611,972	152,030,508-	5.71-	253,471.96
Total Disbursements	2,716,104,087	2,543,718,678	172,385,409-	6.35-	256,993.20
Assets, Value on December 31	20,855,863,395	22,094,491,601	1,238,626,206+	5.94+	2,232,668.92
Total Indebtedness on December 31	1,930,015,838	1,836,218,864	93,796,974-	4.86-	185,214.73
Average Total Giving per Baptized Member	491.61	492.99	1.38+	0.28+	Indebtedness/Assets 8.31%
Average Total Giving per Confirmed Member	648.49	646.69	1.80-	0.28-	Congrs. with no debt 65.37%

Detail of Financial Statistics

Receipts for Regular Operation

Regular Giving by Members	1,934,502,834	1,825,589,236	108,913,598-	5.63-	
Designated Giving by Members	298,943,761	281,867,100	17,076,661-	5.71-	
Earned Income (Any Source)	144,190,548	134,726,552	9,463,996-	6.56-	
Grants and Subsidies	26,987,307	25,338,994	1,648,313-	6.11-	
Other Receipts	256,018,030	227,533,215	28,484,815-	11.13-	

Statistical Analysis
Percent of

Disbursements for Regular Operation

	Total Disbursements				
Current Operating Expenses	1,918,938,417	1,821,938,502	96,999,915-	5.05-	71.62
Capital Improvements	242,151,042	187,434,899	54,716,143-	22.60-	7.37
Payment on Debts	215,936,576	209,954,625	5,981,951-	2.77-	8.25
Mission Support	121,902,925	108,373,696	13,529,229-	11.10-	4.26
Non-Mission Support Benevolences	119,318,693	117,803,764	1,514,929-	1.27-	4.63
Other Expenses	97,856,434	98,213,192	356,758+	0.36+	3.86

Assets, Value on December 31

Church Real Estate	18,439,185,847	19,705,320,664	1,266,134,817+	6.87+	
Endowment and Memorial Funds	1,161,021,088	1,191,366,551	30,345,463+	2.61+	
Cash, Savings, Bonds, etc.	896,711,142	887,159,016	9,552,126-	1.07-	
Other Assets	358,945,318	310,645,370	48,299,948-	13.46-	

Bequests Received During Year

Number of Bequests Received	2,979	3,517	538+	18.06+	<i>Per 100 Deaths: 8.33</i>
Total Value of Bequests Received	72,629,786	93,997,815	21,368,029+	29.42+	<i>Avg. Beq. 26,727.70</i>
Intended Mission Support	123,250,870	119,119,978	4,130,892-	3.35-	

Summary of Congregational Statistics as of December 31, 2010

				<i>Statistical Analysis</i>	
				Percentage of Congregations Reporting Ethnic Group Active Participants	
Worship Services	2009	2010	Change	Percent	Active Participants
Total Attendance at Worship Each Week	1,289,967	1,186,099	103,958-	8.06-	
Average Weekly Attendance per Congregation	125.45	119.70	5.74-	4.58-	
Percent of Baptized Members Attending Worship	28.39	27.74	0.65-	2.29-	
Congregations Reporting Ethnic Group Participants					
African American/Black	3,662	3,530	132-	3.60-	35.75
African National/African Caribbean (<i>new in 2010</i>)	—	551	—	—	5.58
American Indian and Alaska Native	1,162	1,048	114-	9.81-	10.61
Arab/Middle Eastern	641	594	47-	7.33-	6.02
Asian/Pacific Islander	3,316	3,184	132-	3.98-	32.25
Latino/Spanish	3,353	3,231	122-	3.64-	32.73
Multiethnic	2,774	2,836	62+	2.24+	28.72
White	10,105	9,686	419-	4.15-	98.11
Other	555	473	82-	14.77-	4.79
Percent Ethnic Active Participants					
Total Ethnic Active Participants					
African American/Black	48,171	44,537	3,634-	7.54-	1.49
African National/African Caribbean (<i>new in 2010</i>)	—	4,279	—	—	0.14
American Indian and Alaska Native	5,849	4,929	920-	15.73-	0.16
Arab/Middle Eastern	2,192	2,030	162-	7.39-	0.07
Asian/Pacific Islander	20,770	19,649	1,121-	5.40-	0.66
Latino/Spanish	43,987	41,613	2,374-	5.40-	1.39
Multiethnic	25,731	34,459	8,728+	33.92+	1.15
White	3,218,255	2,834,731	383,524-	11.92-	94.55
Other	16,919	12,003	4,916-	29.06-	0.40
Distribution of Congregations by Size: Baptized Members					
	Size of Congregation	Total Congregations	Percent	Total Baptized Members	Percent
	-0-	98	0.98	0	0.00
Very Small	1-175	3,258	32.60	325,356	7.61
Small	176-350	2,667	26.68	677,748	15.85
Moderately Small	351-500	1,339	13.40	562,699	13.16
Medium Sized	501-700	1,031	10.32	607,676	14.22
Moderately Large	701-950	678	6.78	549,057	12.84
Large	951-1,500	553	5.53	643,907	15.06
Very Large	1,501 & over	371	3.71	908,412	21.25
Distribution of Congregations by Size: Confirmed Members					
	Size of Congregation	Total Congregations	Percent	Total Confirmed Members	Percent
	-0-	113	1.13	0	0.00
Very Small	1-175	4,151	41.53	399,754	12.27
Small	176-350	2,736	27.37	690,984	21.20
Moderately Small	351-500	1,205	12.06	501,989	15.40
Medium Sized	501-700	810	8.10	474,993	14.58
Moderately Large	701-950	463	4.63	371,577	11.40
Large	951-1,500	337	3.37	398,309	12.22
Very Large	1,501 & over	180	1.80	421,241	12.93

Evangelical Lutheran Church in America
Church Council
November 11-13, 2011
Exhibit A, Part 3, Appendix 3
Page 4

This page left intentionally blank

Report of the Treasurer

Submitted by Linda O. Norman

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

Organizational Transition

The Office of the Treasurer has experienced a few significant leadership changes in recent months. In July, I was elected by the Church Council to a six-year term as the ELCA Treasurer. This election occurred in conjunction with the election of Christina Jackson-Skelton, former ELCA Treasurer and President of the Mission Investment Fund, to serve as the Executive Director for the Mission Advancement Unit. Following constitutional provisions, I moved into a role as Acting Treasurer for the month of September and began my term on October 1.

Abiola Bankole-Hameed began serving as Interim Controller in August 2011. During that month, Dennis Murray also became the Manager for Accounting, after having worked in an interim capacity for approximately four months. New and existing unit leadership continues to work together in pursuing the objectives of the churchwide office redesign.

Over the past six months, the Office of the Treasurer has concentrated its efforts on a) completing the fiscal year 2010 audit; b) implementing major new information technology systems; c) ensuring that strong internal controls are maintained; and d) reviewing policies, processes and procedures for all of our major operational areas. We anticipate finishing reviews and documentation by year-end. Updates on major areas of responsibility follow:

Internal Audit

The new churchwide office design created different organizational structures. These new structures affect almost every operation and area of service provided by the Office of the Treasurer. The 2011 internal audit plan included a general review of process efficiencies and controls throughout the churchwide organization. This helped to highlight areas where controls need to be refined to fit the new organization and where duplication of effort exists and efficiencies can be obtained. Specific focus is being placed on functions that are in the process of changing, including receipts processing, payroll, investments and new information systems. The review was completed and identified areas of potential risk, which have been addressed. Continued review will focus on evaluating the implementation.

General Accounting

Under the new churchwide design, ELCA Foundation accounting staff have been centralized and incorporated into the work of the Office of the Treasurer. The team is focused on integrating their responsibilities, identifying redundancies and best practices, building teamwork and creating a new procedures manual. Endowment and deferred gift accountants are also heavily engaged in system implementation efforts to replace the current administration systems.

Receipts Processing

Receipts Processing staff successfully processed all revenue transactions for the first month of ECIS operations. The team continues to work with unit representatives to refine processes and enhance the system's utilization.

Accounts Payable

As part of the implementation of new endowment and deferred gift administration systems, the accounts payable function for these programs is moving from the ELCA financial system IFAS general ledger system to the respective administration systems. The Accounts Payable team has been processing endowment payments for five months. The team is currently creating new procedures and training for the deferred gifts system.

Banking

We are in the process of changing the banking authorizations from Christina Jackson-Skelton to Linda O. Norman, updating all required agreements and authorized signatures.

Information Technology

ELCA Constituent Information System (ECIS)

Phase II which converted over 345,000 donors, 1.6 million gifts, and the online donation and document sharing application into ECIS was successfully completed. The conversion included integration of ECIS with the IFAS and the Synod Remittance Advice System (SRAS). Data clean-up, data de-duplication, streamlining business processes and organizational change continue.

ECIS is currently being piloted with multiple synods for validation of roster leader and congregation data in an effort to find efficiencies and improved ways of working beyond the churchwide organization.

Human Resources Information System Conversion

In collaboration with Office of the Presiding Bishop-Human Resources and Global Mission staff, the Office of the Treasurer-Information Technology the successfully migrated payroll systems and services from ADP to Ultimate Software's UltiPro solution. The new web-based system provides all employees and Global Mission personnel with a secure portal that allows global access to view their payroll information online. The new system also eliminates a key finding of Internal Audit with our previous payroll provider and provides for greater security of employee personal and confidential information.

Churchwide Assembly Related Projects

Office of the Treasurer-Information Technology successfully completed the E-binder Pilot Project to replace paper with electronic documents at the 2011 Churchwide Assembly. Apple iPads were loaded with the pre-assembly report, a custom app called iAnnotate and other limited software. The devices were also networked into a dedicated website to provide updates during the course of the assembly. Voting members from five synods participated and provided excellent feedback.

The Churchwide Assembly was streamed over the internet. Worship was also streamed for the first time. Over 13,000 hours of online viewing took place during the assembly and interactive discussion took place over both Facebook and Twitter.

Endowment and Deferred Gifts Systems Conversions

Office of the Treasurer-Information Technology, along with Office of the Treasurer accounting staff, has been working collectively on two system conversions. The HWA Trust Processor system is live with the check writing module and will be utilized for Q4 2011 endowment disbursements. The online portion of this system allowing for web-based access will also be implemented in Q4 2011. This system replaces the current custom endowment administration system.

The project for the implementation of PG Calc's Planned Giving Manager software has been completed. This solution replaces the Crescendo planned giving software. During the fourth quarter of 2011, the ELCA's custom deferred gifts administration system will also be replaced by PG Calc's GiftWrap system. Realizing the continued benefits of integrating systems, the PG Calc products are also being integrated with ECIS.

Synod Technology Programs

The process for submitting mission support by synods to the churchwide organization has been migrated to the ECIS system. Currently 45 of the 65 synods are submitting their remittances electronically. The Office of the Treasurer is renewing an effort to achieve 100 percent electronic submission.

In collaboration with the Office of the Secretary, an online digital archive system to collect data generated by synods for archival purposes has been created and is being rolled out to synods. This is an initial step to collect synod assembly and synod council minutes, various reports and synod constitutions in a central repository. As the churchwide organization begins a project to explore its future data management needs, the learnings from this project will be applied to understand the needs of other church expressions.

Office of the Treasurer-Information Technology is providing remote backup services of files and directories for the Southeastern Iowa Synod. This service provides a backup of the data on synod computers in storage devices located in the Lutheran Center. Other synods are expressing interest in this service as well.

Affiliate agreements with CenturyLink and Verizon Wireless are now in place for ELCA congregations and synods. All congregation and synod employees are now eligible for discounted business and personal Verizon wireless accounts. Discounts are also available using CenturyLink audio conferencing, web conferencing, and long-distance telephone services.

Microsoft E-mail Transition

Office of the Treasurer-Information Technology is approaching the end of an initiative to transition away from Novell technology to Microsoft technology. The most visible component, moving to the Outlook email client, is currently being piloted by 80 staff with the roll-out to the entire organization by the end of 2011. Less visible technology components have been migrated over the last several months. In a related project, the operating system of the churchwide office computers will be upgraded to Windows 7 and the Office 2010 Professional suite beginning in November 2011. The Sharepoint collaboration tool will eventually replace the current ELCA intranet for use by churchwide organization staff.

Resource Distribution Website

Office of the Treasurer staff in collaboration with Mission Advancement launched a new resource distribution e-commerce website (www.elca.org/resources) in August. The new site offers a single store front for all types of resources (items for sale, no-charge items where member pays shipping and handling, no-charge items where churchwide units pay shipping and handling, and wholesale orders for staff use). Additional benefits include: easy and efficient access to resources; e-check payment option which draws funds from a checking account rather than requiring a credit card; more complete resource descriptions and images; ability to search the catalog and place an order without creating an account; and direct staff control over the content of the site.

Budget Development and Unit Accounting Services

Work continues in developing the income and expense budget of the churchwide organization that reflects current reality and strategic planning. We also continue to work closely with the

Office of the Presiding Bishop and Mission Advancement in monitoring and reporting of synodical mission support plans.

The contract management system is being piloted with the Youth Gathering, beginning this fall. This system incorporates the concept of Workflow, which moves the contract electronically through all stages: creation, required approval(s), printing, electronic filing and finally payment. The system is planned to be rolled out to the whole organization beginning in 2012.

Lutheran Center Operations

The roof replacement project at the Lutheran Center has been completed. Major projects scheduled for the balance of 2011 include the update of the building security system and replacement of all ID cards.

The Seabury Western Theological Seminary of the Episcopal Church has signed a lease for a significant portion of the 6th floor. Tenant improvement work began in October, with a move-in date scheduled for the end of the fiscal year.

The expansion of the National Board of Osteopathic Medical Examiners to the entire second floor has been completed.

Major projects anticipated for 2012 include the first phase of an elevator update and modernization program as well as parking garage renovations.

Report of the Executive for Administration

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

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

Churchwide Organization New Design Implementation

It has been a year since the Church Council approved the reorganization of the churchwide organization. Overall the transition is going well. You will recall that 61 full-time equivalent positions were eliminated. Over the past biennium the churchwide organization's current fund budget has been reduced by over \$14 million dollars. Since 2008, the decrease is \$20 million. These significant changes in staffing and financial resources continue to be felt in the organization. Given the interdependent nature of this church, our challenge remains to successfully identify work that the organization will no longer do.

As we move forward with reduced staffing and decreased financial capacity, we are aligning and focusing our efforts for maximum impact, increased efficiency and collaboration. The new design positions the churchwide organization to support the work of congregations and synods, provide communications and messaging about this church's identity and mission, enhance our resource development, build capacity with global partners and continue our support for ecumenical and interreligious partnerships. In addition, the design moves us toward more efficiency in finance, meeting planning, information technology, human resource management and gift processing.

As we continue to assess capacity, we have made several changes in how we work. Following are a few examples. We have entered into a partnership with The Episcopal Church to share an advocacy position in the Washington, D.C. office and will continue to explore other possibilities for shared staffing. We are working to transfer oversight and responsibilities in outdoor ministry to the Lutheran Outdoor Ministry Association and in early childhood education to the Evangelical Lutheran Education Association. Also, we have changed how we fulfill our ministry related to corporate social responsibility.

During the April 2011 Church Council meeting, I shared with you ways we were beginning to address the goals set forth in the new design. Now through our strategic planning process, the design goals have been rolled into a Churchwide Organizational Plan for 2011-2013. In addition, we continue to refine our infrastructure, policies and processes. We are using the Five-Star Organizational Model to guide us in these areas. This model provides a decision-making framework and a starting place to think about how various elements of the organization work together. The elements are:

- Strategy – The Administrative Team (unit executive directors, officers and the executive for administration) leads this effort and has focused on strategic planning and developing a churchwide organization operational plan for the next biennium.
- Structure – This team is reviewing the current decision-making/leadership tables and their charters. Recommendations come to the Administrative Team for approval.
- Processes – This team reviews how we integrate and collaborate around shared resources and competencies, as well as reviewing the current organizational policy and procedures manual. Recommendations for high-level system and process changes come to the Administrative Team for approval.

- Accountability – This team considers our stated measurable outcomes, quality of service and adherence to our commitments and values.
- People Practices – This team focuses on skills and gifts of staff, training and leadership development.

During the past 12 months we have changed several major systems in the churchwide organization. We introduced a new payroll system, moving from ADP to Ultipro. This past September, we also changed our pay period cycle. In addition, we changed job classifications from the Hay System to the Broad Banding System. This meant condensing 25 job levels into six. We also introduced a new gifts processing system and brought our new constituent information system (ECIS) online. We are now in the process of changing from Novell-GroupWise to Microsoft-Outlook technology. Any one of these changes alone in an organization would have significant impact. Staff have done tremendous work to implement and adjust to multiple new systems simultaneously.

The new design recognizes that this church fulfills some of its purposes through Separately Incorporated Ministries. The Administrative Team is working with Augsburg Fortress, the Publishing House of the ELCA; the Board of Pensions of the ELCA; the Mission Investment Fund of the ELCA; and the Women of the ELCA through regular meetings to coordinate the work of the churchwide units with these ministries. The Lutheran Men in Mission, Deaconess Community of the ELCA, National Lutheran Campus Ministry, Inc., and the ELCA Risk Management, Inc., relate to the Congregational and Synodical Mission Unit.

The Administrative Team held a retreat on October 17-18, 2011. The objectives were to agree on expectations for how we will function as a team; explore the opportunities and challenges for our joint-leadership of the churchwide organization; and deepen our relationships as a team. We agreed on the following six primary functions:

- support the presiding bishop in high quality problem-solving and decision-making;
- oversee the implementation of the churchwide 2011-2013 operational plan;
- strategically deploy this church's resources;
- be proactive at setting and communicating the vision of the organization and this church;
- serve as a strategic table for stewardship of the whole ecology of this church; and
- continue to refine the new design of the churchwide organization.

Churchwide Organization Operational Plan 2011-2013 (Exhibit A, Part 5b)

The organization has been engaged in strategic planning for the past several months to develop an operational strategic plan for the whole organization. This operational strategic plan brings into focus mid-level planning across the organization. See Exhibit A, Part 5c for a diagram of levels of planning. This operational plan represents a step in time toward the aspirations of the churchwide organization in the longer term and provides the basis for its decisions, strategic relationships and use of resources for the coming biennium. While the plan's goals are set within the next biennium, outcomes from the work will no doubt have longer term impact. The plan builds upon previous strategic planning and is designed especially to implement the two churchwide strategic priorities noted at the beginning of this report. The key to this plan is that it is an organization-wide plan. Unit-specific plans come at the next level of planning and support the implementation of the operational plan. Pre-existing programs and strategies will be reviewed for their alignment with the goals and objectives of this plan.

The operational plan is organized in two parts. Part A describes the strategic framework for the plan including identity, vision, role of the churchwide organization, the strategic priorities, goals and cross-cutting commitments that define our most important work, and critical success

factors. Part B sets out the goals and objectives, key result indicators (outcomes), and lead unit responsibilities for each goal.

This is a living plan that is subject to change as it is implemented. The Administrative Team has overall responsibility for the implementation, monitoring and review of the plan results. The Planning and Evaluation Committee of the Church Council will receive reports regarding the plan's implementation.

Budget

As of the end of September, the 2011 budget for the churchwide organization is on plan. Currently income exceeds expenses and units have been advised that they may spend their allocations as budgeted. It is refreshing not to need a contingency or under spending plan at this time in the organization. For details on the budget, please see [Exhibit F](#).

Living Into the Future Together: Renewing the Ecology of the ELCA

The 2011 Churchwide Assembly adopted implementing resolutions proposed by the ELCA Church Council for Living Into the Future Together: Renewing the Ecology of the ELCA (LIFT). One set of resolutions called for "providing a means to continue the work assigned to the task force..." The action directed the Office of the Presiding Bishop, in collaboration with the Church Council and the Conference of Bishops, to carry out the actions identified in the resolution. This Church Council meeting will receive a recommendation to appoint an Advisory Committee to assist the Office of the Presiding Bishop in its collaboration with the Church Council and the Conference of Bishops. Staff representing the Office of the Presiding Bishop have also been meeting with the Conference of Bishops' Group of Nine as they address LIFT recommendations adopted by the 2011 Churchwide Assembly. For information regarding the 2011 Churchwide Assembly actions and how synods and congregations may begin to engage the actions, you may go to www.elca.org/LIFT.

Blue Ribbon Committee

For a report on the implementation of the Blue Ribbon Committee recommendations, see Exhibit A, Part 5a.

On-going Work in Units

For information and updates on unit activities, see reports in [Exhibit K](#). I count it a privilege to work with the staff of the churchwide organization. Their commitment and performance continue to serve this church well as we participate in God's mission. I extend my gratitude to staff for their faithfulness during this time of significant transition.

This page left intentionally blank

Report of the Blue Ribbon Committee on Mission Funding

A report on the Blue Ribbon Committee on Mission Funding was prepared for the 2011 Churchwide Assembly ([2011 Pre-Assembly Report, Section V, pp. 93-95](#)). Particular attention was paid to Motion C, which was acted on by the 2009 Churchwide Assembly:

RESOLVED, that the ELCA Church Council continue to receive regular reports on the implementation of the Blue Ribbon Committee on Mission Funding Report, “Mission Flowing from God’s Abundance”; and be it further

RESOLVED, that the ELCA Church Council request that a definitive plan be developed by the appropriate churchwide unit in consultation with the Conference of Bishops for continued close collaboration and mutual accountability among the congregations, synods, and the churchwide organization regarding mission support in this church; and be it further

RESOLVED, that this plan include a rationale for establishing a percentage goal for mission support within the congregations of this church, including but not limited to the biblical practice of tithing; and be it further

RESOLVED, that a report be brought to the 2011 Churchwide Assembly regarding progress in mission support efforts in the Evangelical Lutheran Church in America.

(Source: Motion C: Blue Ribbon Committee on Mission Funding)

The report to the 2011 Churchwide Assembly indicated that while the ELCA Church Council, through the Budget and Finance Committee, continues to receive regular reports on the implementation of the Blue Ribbon Report there has not been a “definitive plan” developed. This is due to the economic impact of the past two years related to the global economy and the loss of congregations and members.

At the same time the report indicated that significant work has been made in the past biennium in implementing the recommendations of the Blue Ribbon Report. These initiatives include the deployment of directors for evangelical mission in the synods, the creation of the Mission Advancement unit in the churchwide organization and the ELCA Macedonia Project in 18 synods, which focuses on growing mission support in congregations.

LIFT Implementing Resolution – CA 11.03.07

The foundational principle of interdependence as stated in the ELCA governing documents (Provision 8.15 of the *Constitutions, Bylaws, and Continuing Resolutions of the Evangelical Lutheran Church in America*) states, “In recognition of the interdependence of congregations, synods, and the churchwide organization, the ELCA affirms that all share in the responsibility to develop, implement, and strengthen the financial support program of this church.” That finds expression in point 3 of the LIFT implementing resolutions passed at the 2011 Churchwide Assembly ([2011 Pre-Assembly Report, Section IV, p. 29](#)):

“To request the Conference of Bishops, in consultation with synod leaders and the churchwide organization, to prepare a report and recommendations for the November 2012 meeting of the Church Council for consideration by the 2013 Churchwide Assembly that:

- Describes patterns of synodical life in the ELCA that effectively support vital congregations, mission growth and outreach;
- Proposes a pattern or a set of patterns that will allow synods to receive and distribute financial resources to support the whole ministry of this church;

- Builds on the Blue Ribbon Committee report of 2007 and includes recommendations for renewed, sustainable financial support for the mission and ministries of this church, including funding for theological education;
- Includes strategies for increased mission vitality that may include consideration of redrawing synod boundaries; and
- Recommends revision of the constitutional responsibilities of bishops and synods to emphasize synods as catalysts for mission in the changing context and culture.”

This resolution will provide an impetus for the work called for in Motion C, to seek “renewed, sustainable financial support for the mission and ministries of this church, including funding for theological education.” The Mission Advancement unit will work closely with the Conference of Bishops in this process.

Pr. A. Craig Settlage
ELCA Director for Mission Support
Mission Advancement

ELCA Churchwide Organization Operational Plan Brief 2011-2013

November 10, 2011



**Evangelical Lutheran
Church in America**

God's work. Our hands.

Introduction

This Operational Plan will guide the work of the Evangelical Lutheran Church in America (ELCA) churchwide organization up to the end of 2013. It builds on and seeks to implement the outcomes of previous strategic planning and development processes, including:

- The ELCA Mission Plan (2003)
- The churchwide organization Strategic Priorities (endorsed in 2009)
- Decisions arising from the Living into the Future Together (LIFT) Task Force Report (2011)
- The churchwide organization redesign (2010-11).

The plan represents a step in time toward the vision and aspirations of the churchwide organization in the longer term and provides the basis for its decisions, strategic relationships and use of human and financial resources over two years.

Structure of the plan

The full plan is organized in two parts: Part A and Part B. This brief version provides a summary of Part B showing the main focus areas, results, and lead responsibilities.

Part A sets out the strategic framework for the plan including vision, identity, role of the churchwide organization, the strategic priorities, goals and cross-cutting commitments that define our most important work and critical success factors.

Part B sets out the detailed plan with objectives, key result indicators and lead responsibilities for each of the goals.

For the purpose of this plan, **goals** are what we are trying to achieve. Most of the goals will extend beyond 2013 as desired outcomes.

Each goal is broken down into more specific **objectives** that will direct the activity, relationships and resource use of offices and units for the next two years. Pre-existing programs and strategies will be reviewed for their alignment with the goals and objectives.

Cross-cutting commitments are identified because they are highly important and relevant to most, if not all, of the goals identified. They will be foremost in mind of staff of all offices and units.

Critical success factors are the main variables that underscore our effectiveness and capacity to achieve the goals.

The **key result indicators** provide the basis for monitoring progress and assessing our performance.

A living plan – responsibilities, monitoring, reporting and review

Overall responsibility for implementation and review of the plan rests with the Administrative Team, with reports to the Planning and Evaluation Committee of the Church Council.

Lead responsibilities for specific goals and objectives are assigned to offices and units in the plan. In some aspects of the plan joint responsibility is proposed. Cross-unit teams may serve to bring units together around identified objectives for assessment, actions, review and learnings.

Part A: The strategic framework for the plan

About the ELCA and the churchwide organization

Who we are

The Evangelical Lutheran Church in America (ELCA) is a vibrant community living by the power of Christ's death and resurrection. Our unity is in Jesus, who calls us by name and gathers us around word and water, wine and bread. With a living, daring confidence in God's grace we rejoice in the Spirit's gifts that diverse people and cultures bring to one body in Christ. Together we serve God's mission in the world, proclaiming God's reconciliation in Christ and restoring community.

Our vision for this church

As the ELCA, we will be known as a church that proclaims the good news of Jesus Christ. We will be a church in which congregations, synods, the churchwide organization and other institutions and partners join together in witness and service. We will be known for building capacity to help end hunger, responding to disasters and confronting poverty and injustice. We will be recognized throughout the world as a church that is deeply committed to our global and ecumenical partners.

Role of the churchwide organization

The definition and purposes of the churchwide organization are prescribed in the ELCA constitution. Consistent with those purposes, the primary roles of the churchwide organization are:

Leadership – model and promote a vision for this church; lead theological discernment and deliberations on identity and mission; communicate the identity and story of the ELCA; and, with other expressions and institutions, form and develop future leaders.

Stewardship – nurture the ecology of the whole ELCA and interdependence among its different expressions and institutions; accompany congregations, synods and the global church to build capacity for evangelical witness and mission; and ensure responsible and accountable use of members' resources.

Churchwide programs and ministries – plan and manage activities with and on behalf of this church and in support of congregations and synods; distribute resources and grants; coordinate the ELCA's global mission, including its international development and humanitarian work.

Public witness and advocacy – connect and coordinate ELCA members and ministries to give voice to communities and people unheard in public debates and bring about change in this church and in society; and boldly witness to God's love and for God's creation as the churchwide expression.

Effective governance – support effective governance through the Church Council and the churchwide assembly and develop and promote policies and standards that guide the ELCA and churchwide organization.

Churchwide relationships and partnerships – develop and strengthen relationships that are core to the identity and mission of the ELCA including with other churches, ecumenical partners, other faiths, civil society agencies and governments.

Fundraising and mission support – in collaboration with synods and other agencies of this church, develop systems and strategies to grow financial support for the ELCA and raise funds for the ongoing work of the churchwide organization.

Our most important work

Strategic priorities

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

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

Our goals to 2013

In keeping with these strategic priorities, the churchwide organization will work toward the following priority outcomes.

1. The ELCA is an evangelizing, multicultural, multigenerational church growing in faith, and witnessing to God's mission locally and globally, with more people worshipping in new and renewed congregations and living out their faith in the world.
2. The ELCA is contributing to the alleviation of poverty and hunger globally and within the United States, and to achieving just, peaceful and sustainable livelihoods for impoverished and vulnerable people and communities.
3. The churchwide organization is connecting with ELCA members through coordinated messaging and engaging communication that increases their understanding and involvement with God's mission through this church.
4. The churchwide organization is achieving a growing and sustainable revenue base through strengthening mission funding and planned giving.
5. Governance of the ELCA is strengthened in ways that ensure the future vitality, sustainability and effectiveness of this church and the churchwide organization.
6. The churchwide organization is characterized by strong and inclusive leadership, a competent and well-supported staff team, efficient and effective systems and processes and a culture of continuous improvement and learning.

Cross-cutting commitments

In this plan, the six goals represent major priority areas of work. Within these goals there are six cross-cutting commitments that are highly important. They help define what we do, how we work and the relationships that are important. These commitments are also the areas that are important to growing this church in faith and capacity for mission, and will be a focus for mission planning.

- **Theological discernment and formation** – ensuring our evolving identity and self-understanding, our worship and our practice of mission continue to be grounded in Lutheran theology
- **Poverty and wealth** – keeping alleviation of poverty and hunger at the center of our efforts locally and globally and challenging policies and systems that increase the wealth of some while failing to address the root causes of poverty and injustice

- **Leadership development** – forming and developing healthy, skilled leaders, both lay and clergy, in the churchwide organization, in congregations, synods and other institutions of the ELCA, and in its companion churches
- **Gender justice** – embedding gender analysis in all aspects of the churchwide organization’s work and make gender equity a commitment in our work within the ELCA and through the programs we manage
- **Racial justice and ethnic diversity** – living out the commitment to being a multicultural church, in the churchwide organization and throughout this church, and working against racial discrimination within the church and society
- **Young adults** – embracing youth and young adults as vital to the worship life, mission and future sustainability of this church and raising them up as leaders in all its expressions

Critical success factors

The ELCA is at a pivotal point in being the church it has been and becoming the church made new for the 21st century. For the churchwide organization to fulfill its part in this, and achieve the goals contained in this plan, it must invest in and pay attention to the following aspects of church and organizational life.

Openness to the Spirit – awareness and appreciation of what God is doing through us

Leadership and strategic focus – a positive leadership culture reflecting unity of purpose and direction, courage, capacity to adapt as well as maintain healthy lifestyles

Money and resources – capacity to receive and grow resources in new ways and achieve more stability

Relationships – strong relationships built through accompaniment, networking and collaboration with congregations and synods, separately incorporated ministries, companion churches and the Lutheran communion, ecumenical partners, donors and other institutions we seek to influence

Communication – clear and consistent messaging as a churchwide organization and effective communication as a foundation for relationships and impact in the world

Internal collaboration and trust – a relational staff culture in which collaboration and innovation flourish, and the contributions of all offices and units are valued

A talented and committed staff team – having people with the right skills, providing for their development and recognizing their contributions and talents

Improved use of technology – in support of enhanced communication, relationships, meetings and data management and security

Continuous improvement and learning – strengthened evaluation, research and listening processes that help us reflect on good practices, learn from our successes and mistakes and share knowledge.

Part B: The plan

Goal One

The ELCA is an evangelizing, multicultural, multigenerational church growing in faith, and witnessing to God's mission locally and globally, with more people worshipping in new and renewed congregations and living out their faith in the world.

Areas of Focus, Lead Units and Key Results Indicators include:

A growing church

Lead: Congregational and Synodical Mission

- 75 new starts per year, involving at least 40 synods and 9 regions
- 150-200 renewing congregations funded per year
- Increased use of the Partners in Worship network and resultant increase in worship attendance in congregations served

Accompanying congregations in mission planning

Lead: Congregational and Synodical Mission

- 100 percent of synods have functioning mission tables by end of 2012
- 80 percent of congregations have or are developing mission plans by end of 2013

Becoming a multicultural church

Lead: Congregational and Synodical Mission

- Increase in the number of people from ethnic specific backgrounds participating in and leading this church
- 50 percent of new starts and renewals are in ethnic-specific or multicultural settings.
- Content of mission plans focuses on immigration issues and multicultural ministry.

Leadership support and development

Lead: Congregational and Synodical Mission

- 150-200 new leaders per year participating in Missional Leadership Centers
- Evidence of change in the health and profile of leaders in this church (youth, gender and ethnic background)
- Evidence of increased youth participation in education and formal church networks.
- The content of leadership training focuses on desired leadership capacities and supports priority themes (a growing, multicultural and multigenerational church, healthy leaders, advocacy and community mobilization)

Ecumenical relationships and other partnerships

Lead: Office of the Presiding Bishop

- 20 synods involved in cooperative mission planning with full communion partners
- Content of congregation mission plans includes relationships and ministry with ecumenical partners

Expanding global engagement of this church*Lead: Congregational and Synodical Mission and Global Mission*

- Increase in the number of new contacts through global events, especially young adults and persons of color
- Increase in missionary sponsorship
- Increase multi-ethnic participation at global events by end of 2013
- 20 percent increase in short-term international service opportunities, especially health professionals
- Congregational mission plans include global engagement strategies

Goal Two

The ELCA is contributing to the alleviation of poverty and hunger globally and within the United States, and to achieving just, peaceful and sustainable livelihoods for impoverished and vulnerable people and communities.

Areas of Focus, Lead Units and Key Results Indicators include:

International development*Lead: Global Mission with Congregational and Synodical Mission*

- Program monitoring demonstrates funding is in line with priorities, mutual accountability with partners and positive impacts
- Full implementation of effective malaria intervention programs by five companion churches in Southern Africa and expansion of malaria programming in West and East Africa
- Evidence that ELCA's international development (staff capacity, internal processes and operational engagement with partners) reflects the commitment to engage as a church with churches
- Increased capacity of companion churches and other partners for outcome-based planning and evaluation
- Evidence of more effective networks for global advocacy having influence on priority issues

Capacity development of the churchwide organization, synods and congregations for international development*Lead: Global Mission*

- Proposed pilot programs with synods and the churchwide organization result in new and creative patterns of mutual capacity building and cooperation in international development

Disaster preparedness and response to domestic and international disasters and other humanitarian crises*Lead: Global Mission and Congregational and Synodical Mission*

- Evidence that ELCA members and congregations better understand and participate in the ELCA's disaster response
- Three to five companion churches strengthen their emergency preparedness capabilities with The Lutheran World Federation and the ELCA
- Disaster preparedness hubs are up and running in three regions (Asia, Latin America and East Africa) and planned for two other regions

Alleviating poverty and injustice in the United States*Lead: Congregational and Synodical Mission and Mission Advancement*

- Congregational mission plans include commitments to serve the needs of marginalized people in their community
- 25 percent increase in number of new and renewed congregations in impoverished or distressed areas
- Increase by 5 percent the ELCA Advocacy Network and number of congregations able to connect their ministry projects with public advocacy

Learning and continuous improvement*Lead: Global Mission and Congregational and Synodical Mission*

- Evidence of increased effectiveness of development engagements by companion churches, synods and ELCA Churchwide Global Mission Unit

Goal Three

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

Areas of Focus, Lead Units and Key Results Indicators include:

Common messaging*Lead: Mission Advancement and Office of the Presiding Bishop*

- Increase in member connection and alignment with ELCA identity as measured by an annual survey

Improving communication methods and systems*Lead: Mission Advancement and Office of the Treasurer*

- Evidence that the churchwide organization is using technology in new and effective ways
- 15 percent increase in visits to ELCA homepage and underlying page links
- By end 2012 ECIS utilized as only database of constituent records
- Significant increase in constituent records that have up-to-date email addresses and digital contact information

Engaging and listening to members and to ELCA's expressions, institutions and partners*Lead: Office of the Presiding Bishop and Mission Advancement with Congregational and Synodical Mission and Global Mission***Goal Four**

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

Areas of Focus, Lead Units and Key Results Indicators include:

Mission Support income

Lead: Mission Advancement and Office of the Presiding Bishop with Office of the Treasurer and Congregational and Synodical Mission

- Maintain or increase in the level of Mission Support income and percent shared between synods and the churchwide organization

ELCA World Hunger

Lead: Mission Advancement

- ELCA World Hunger funds retained at current levels to 2013
- \$10 million in commitments to ELCA Malaria Campaign by end 2013
- Increase in the percentage of ELCA congregations participating in ELCA World Hunger
- Increased direct engagement in ELCA World Hunger by church members

Planned giving, major gifts and appeals

Lead: Mission Advancement

- 5 percent increase in the number of non-disaster gifts over \$5,000
- 100 percent increase in number of Kalos Legacy Society memberships

Goal Five

Governance of the ELCA is strengthened in ways that support the future vitality, sustainability and effectiveness of this church and the churchwide organization.

Areas of Focus, Lead Units and Key Results Indicators include:

Governance development to 2013

Lead: Office of the Secretary and Office of the Presiding Bishop

- Timely reporting and advice from the churchwide organization to the Church Council
- Decisions of the assembly and council are fully implemented
- A performance evaluation system is introduced and shows improvements in council functioning and member contributions

Governance beyond 2013

Lead: Office of the Secretary and Office of the Presiding Bishop

- Review in process during 2012
- Proposed constitutional changes are well-supported and managed smoothly at the 2013 Churchwide Assembly

Goal Six

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

Areas of Focus, Lead Units and Key Results Indicators include:

Leadership development

Lead: Administrative Team and Office of the Presiding Bishop

- Unit plans and decisions align with the churchwide organization's operational plan

- Feedback from leaders and staff shows evidence of improvements in:
 - Timely decision making
 - Inclusive and efficient meetings
 - Collaboration across units

Human resources and staff development

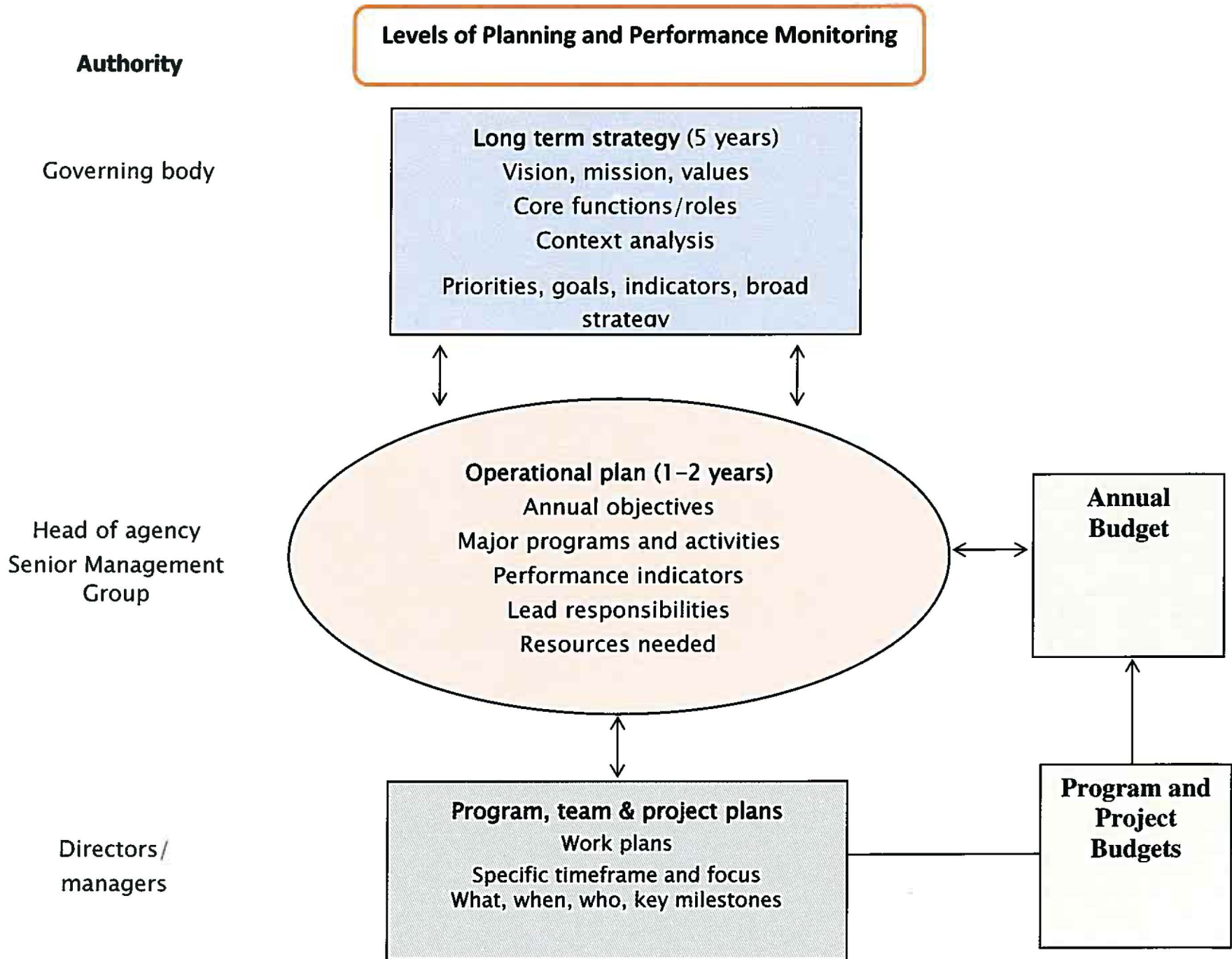
Lead: Office of the Presiding Bishop

- Staff development plan in place and aligned with churchwide organization priorities and goals
- Staff satisfaction with access to and quality of training
- Performance appraisal process supports accountability and development of staff

Systems and process improvement

Lead: Office of the Presiding Bishop, Office of the Secretary, Office of the Treasurer, Five Star Teams

- Budget reflects organizational priorities and goals
- Monitoring demonstrates improvements in efficiency and effectiveness of systems
- 5 percent reduction in energy usage



EVANGELICAL LUTHERAN CHURCH IN AMERICA
CHURCH COUNCIL
November 11-13, 2011
Exhibit A, Part 5c
Page 2

This page left intentionally blank

Report of the Conference of Bishops

The 62nd meeting of the ELCA Conference of Bishops (COB) took place September 29 to October 4, 2011 at the Lutheran Center in Chicago.

The Most Rev. Dr. Katharine Jefferts Schori, Presiding Bishop of The Episcopal Church, was the preacher at the opening Eucharist and addressed the Conference the following morning. Dr. Jefferts Schori spoke in detail about full communion partnership ministry between the ELCA and The Episcopal Church. She both described and received examples of ministry between our two churches. It was a warm and cordial exchange, and we look forward to another opportunity for conversation.

Former bishops Craig Johnson of the Minneapolis Area Synod and Warren Freiheit of the Central/Southern Illinois Synod returned for an occasion of accolades and farewell. Pastor Johnson is serving as Interim Pastor of Mt. Olivet congregation in Minneapolis, following the sudden death of Pastor Paul Youngdahl. Pastor Freiheit returns to the parish in Hot Springs Village, Arkansas.

We also welcomed newly-elected bishops Michael Girlinghouse, Arkansas-Oklahoma Synod; S. John Roth, Central/Southern Illinois Synod; and Don Kreiss, Southeast Michigan Synod.

The presidents of our ELCA seminaries joined the Conference on Friday morning for a resumption of our conversations about the emerging future of seminaries in this church. This continues conversations begun a year ago.

On Friday evening the bishops joined in the Fund for Leaders celebration banquet. Twenty full scholarships were awarded to ELCA seminarians. This is a special event for the bishops, as we celebrate the work of candidates from our candidacy committees, and the fruits of the Fund for Leaders effort.

Every four years the Conference of Bishops elects a new chair, vice-chair, and executive committee. I am pleased to inform you that Bishop Jessica Crist of the Montana Synod will now serve as Chair of the Conference of Bishops. Bishop Michael Burk is the new Vice-Chair. Bishops Ray Tiemann, Elizabeth Eaton and Leonard Bolick complete the new Executive Committee. While Bishop Crist's previous commitments prevent her from joining you for this meeting of the Church Council, I know she looks forward to being a part of your meetings.

The COB's ongoing response to the LIFT actions is led by a group made up of one bishop from each of the nine regions. This group led an afternoon of deliberation at our meeting. We are working toward the goal of reporting to the Church Council in the fall of 2012.

The Conference received a detailed report from the ELCA Board of Pensions (BOP) describing the impact of federal health care regulations on the BOP Health Care Plan. New BOP President Jeff Thiemann and Brad Joern engaged us in helpful conversation.

The final morning of the Conference meeting was spent in helpful conversation among the bishops and Directors for Evangelical Mission. This unique opportunity to be together was a lively conclusion to our five days together.

Finally, I want to take this opportunity to thank you for your ongoing partnership with the Conference of Bishops. It has been my personal privilege, as chair, to represent the Conference along with my colleagues, the nine liaison bishops at the Church Council. I know the Holy Spirit will continue to be abundantly present in your work together.

Bishop Allan Bjornberg

This page left intentionally blank

Proposed Responses to Synodical Resolutions

Previously referred to units by Church Council or Executive Committee

1. The Decade of Women—Gender Equality: Theological Reflections and Congregational Action Strategies

Southwest California Synod (2B)

WHEREAS, we celebrate this church's ordination of women as a clear public witness of the equality of women and men intended by Jesus and the early Christian community; and

WHEREAS, we globally profess to love our wives, mothers, sisters and daughters, yet leave millions of women and children displaced in the wilderness, or homeless on highways and streets, ignoring their cries for help, and remaining blind to their bruises and wounds from the violence they suffer; and

WHEREAS, a global study on the discrimination and disempowerment women face throughout their lives and how that impacts children's lives entitled the *UNICEF 2007 Report on the State of the World's Children* concluded the following:

- Gender equality is not only morally right, it is pivotal to human progress and sustainable development;
- Gender equality furthers the cause of child survival and development;
- Gender equality will not only empower women to overcome poverty and live full and productive lives, but will better the lives of children, families and countries as well;
- Women's equal rights and influence in the key decisions that shape their lives and those of children must be enhanced in three distinct arenas: the household, the workplace and the political sphere; and

WHEREAS, the 2009 Churchwide Assembly approved the creation of a Social Statement on Justice for Women (which was memorialized by this Synod); and

WHEREAS, the ELCA's implementation of "The Decade for a Culture of Peace and Nonviolence" and the "Stand With Africa" formats successfully highlighted ministry opportunities and can be readily adapted to focus directly on the obstacles and challenges faced by women around the world; therefore, be it

RESOLVED, that the Southwest California Synod Assembly direct the Synod Council to forward this resolution to the Church Council for timely consideration and possible action to adopt 2011–2020 as "The Decade of Women" within our denomination by incorporating those successful strategies as exhibited in "The Decade for a Culture of Peace and Nonviolence," and "Stand With Africa" and other gender-equality action strategies for congregations, and be it further

RESOLVED, that the Southwest California Synod lend its voice and efforts in promoting gender equality which contributes to achieving the goals of reducing poverty and hunger, saving children's lives, improving maternal health, ensuring universal education, combating HIV and AIDS, malaria, and other diseases, and ensuring environmental sustainability, and be it further

RESOLVED, that the Southwest California Synod Assembly commend and enhance the efforts of this church's Global Mission unit, the ELCA World Hunger Program, Lutheran World Relief, Women of the ELCA, and other ecumenical and interfaith advocacy efforts by raising awareness and funds for their important work in honoring women by faithfully addressing issues critical to their survival, and be it further

RESOLVED, that the Southwest California Synod, through its staff, conferences, congregations and members, exercise intentional efforts to labor for real change on women's issues, especially in the areas of sexual violence, domestic violence, healthcare, human rights, displaced refugees, reproductive rights, poverty, economic and property rights, among others.

Church Council Action [CC10.11.66e]

To receive the resolution of the Southwest California Synod requesting consideration of a "The Decade of Women" (2011—2020) within the Evangelical Lutheran Church in America;

To refer the resolution to the Office of the Presiding Bishop in consultation with the Administrative Team with a request that a report and possible recommendations be brought to the April 2011 meeting of the Church Council; and

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

Response from the Office of the Presiding Bishop (April 2011)

The justice for women program, on behalf of the Office of the Presiding Bishop, is pleased to respond to the resolution that calls for “The Decade of Women” 2011-2020. At the heart of this resolution is a grassroots call to advocacy, both legislative and social, for justice for women. Implicit in this resolution are the urgent demands that the church not shy away from its role to see gender-based disparity, injustice and violence as ecclesiological issues; to see the unjustly interrelated ways that life in the United States influences the well-being of people, especially women and children, in other nations; and to do something about these problems. In shorthand, this resolution calls for the Evangelical Lutheran Church in America to be engaged in gender analysis and action globally.

The justice for women program is grateful for this grassroots calling to the church’s responsibility to take the global effects of sexism and patriarchy seriously. This resolution reflects the central message of the program’s call to the church at the 2007 Churchwide Assembly when it invited and urged the church to educate for justice, advocate for change and lead into the future to make justice for women and girls a reality.

On behalf of the Office of the Presiding Bishop, the justice for women program recommends a delay in church council action until November 2011. In the intervening time, staff members will consider options related to this resolution.

Church Council Action [CC11.04.24c]

To receive the background information provided by the justice for women program in response to the resolution of the Southwest California Synod related to “The Decade of Women—Gender Equality: Theological Reflections and Congregational Action Strategies”;

To authorize a delay until the November 2011 meeting of the Church Council; and

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

Response from the Office of the Presiding Bishop (November 2011)

The Office of the Presiding Bishop commends the intent of this resolution and the way it calls for support of already existing sources for congregational action on gender equity and justice for women.

The church is urged to understand, challenge, and respond faithfully to sexism through a transformation of how we see, think, feel and act. This means the church would understand justice for women and girls as a church issue. The church would have the theological ability to analyze church and society in terms of justice for women and girls. The church would be equipped to challenge societal, theological, and ecclesial practices and beliefs that are unjust to women and girls. And the church would be able to respond to injustice by advocating for changes in church practice and belief, as well as social policy and practice, which bring about and reflect justice for women and girls.

The 2007, 2009 and [2011](#) Churchwide Assembly Justice for Women reports describe the multiple ways this church works to build and preserve justice for women and children, through legislative advocacy, education, development and relief. The focus of this resolution on action, especially as related to policy, law, humanitarian intervention, and social care is crucial and must

Revised November 8, 2011

be equally met with theological and social education that “exercise[s] intentional efforts to labor for real change.”

Decidedly, acute problems for women and girls worldwide, including in the United States, need to be addressed as care and service for the neighbor. To coordinate and encourage further work that reaches all areas of this church, however, depends upon three important considerations.

- Given the depth and breadth of work currently done throughout the ELCA, further work relies on the basis which will be provided through a social statement on justice for women.
- To coordinate efforts throughout the church depends upon staff resources presently not available.
- Global engagement on gender analysis and justice for women is best carried out in relationship with the Lutheran World Federation.

There are three important ways the intent of this resolution may be carried forward. The recommendations are as follows:

- First, the proposal for a decade on women should be referred to the task force for the social statement on justice for women as a possible implementing resolution.
- Second, leaders and congregations throughout the ELCA may participate in efforts for the entire communion to support gender equity and justice for women through the resources presently being developed through the LWF’s Women in Church and Society Desk.
- Third, congregations are referred to the multiple resources on women and gender justice and to the upcoming social statement process on justice for women as ways to engage in many areas of justice for women. Congregations may refer to efforts through the ELCA’s Justice for Women program, Women of the ELCA, Advocacy, World Hunger, Global Mission, and other ELCA-related organizations, such as Lutheran World Relief, Lutheran Immigration and Refugee Services, Cherish Our Children, and other social ministry organizations and schools.

CC ACTION *[EN BLOC]*

Recommended:

To receive with deep gratitude the resolution of the Southwest California Synod calling for the adoption of “The Decade of Women” in 2011-2020 within the ELCA by incorporating those successful strategies as exhibited in “The Decade for a Culture of Peace and Nonviolence” and “Stand with Africa” and other gender-equality action strategies for congregations;

To affirm and celebrate the many ways individuals, congregations, synods, ELCA-related institutions, and the churchwide office are already engaged in work to affirm and uphold gender equity and justice for women;

To refer a proposal for a decade on women to the upcoming task force for the Justice for Women social statement as a possible implementing resolution;

To encourage leaders and congregations to participate in efforts to support gender equity and justice for women through resources being developed with the Lutheran World Federation’s Women in Church and Society Desk;

To refer congregations to resources on women and gender justice through the ELCA’s Justice for Women program, Women of the ELCA, Advocacy, World Hunger, Global Mission, and other ELCA-related organizations, such as Lutheran World Relief, Lutheran Immigration and Refugee Services, Cherish Our Children, and other social ministry organizations and schools, as ways to engage in the many areas of justice for women; and

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

**2. ELCA Health and Benefits Program
Southeastern Minnesota Synod (3I)**

WHEREAS, both the North American Lutheran Church and Lutheran Congregations in Mission for Christ are encouraging congregations, clergy, and laity to leave the Evangelical Lutheran Church in America (ELCA); and

WHEREAS, some clergy have violated the governing documents of the ELCA by encouraging their congregations to leave the ELCA; therefore, be it

RESOLVED, that the 2011 Southeastern Minnesota Synod in assembly request that the Church Council consider removing, from the health and benefits program of this church, clergy who have left the ELCA.

Church Council Action (CC11.08.59)

To receive with gratitude the resolution of the Southeastern Minnesota Synod related to ELCA Health and Benefits program;

To refer the resolution to the Board of Pensions in consultation with the Office of the Presiding Bishop, Office of the Secretary and Office of the Treasurer;

To request that a report and possible recommendations be brought to the November 2011 meeting of the Church Council; and

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

Response from the ELCA Board of Pensions

The ELCA Board of Pensions thanks the Southeastern Minnesota Synod for sharing a concern relative to participation in the ELCA Pension and Other Benefits Program (benefits program). Leaders and staff of the Board of Pensions understand the concern related to the manner in which some congregations, pastors and individuals have left the ELCA and have sought to draw others away from the ELCA. While we believe it is not appropriate for the Board of Pensions to make comments about specifics of this matter, we remain hopeful that all transitions from the ELCA and ongoing relationships will be respectful—even as this church, through the Board of Pensions, seeks to fulfill the mission of providing “retirement, health, and related benefits and services to enhance the well-being of those who serve through the Evangelical Lutheran Church in America and other faith-based organizations.”

As a separately incorporated ministry of the ELCA, the Board of Pensions seeks to ensure that the benefits program remains an efficient, cost-effective source of benefits for this church. We believe one way to assist in doing this is through efforts to encourage participation of other faith-based organizations as allowed for in the governing documents. Greater participation in the program increases assets under management, broadens the health-risk pool and allows us to realize better economies of scale. We believe that such inclusive efforts help to provide for greater stability and efficiency for plan members sponsored in the benefits program.

Currently, we are doing further research to gain a fuller understanding as to the impact of participation levels, and as per a recent request from the ELCA Conference of Bishops we intend to share our findings with the Conference of Bishops, Churchwide leadership, and the ELCA Church Council.

CC ACTION [EN BLOC]

Recommended:

To thank the Southeastern Minnesota Synod for its resolution related to the ELCA Health and Benefits Program;

To receive the report of the ELCA Board of Pensions prepared in consultation with the Office of the Presiding Bishop, Office of the Secretary and Office of the Treasurer;
To request that a report from the ELCA Board of Pensions on the impact of participation levels be brought to the November 2012 meeting of the Church Council; and
To request the secretary of this church inform the synod of this action.

**3. Human Rights Violations Against the Oromo People
Metropolitan Washington, D.C., Synod (8G)**

WHEREAS, we are called to follow Jesus Christ “to bring good news to the poor, to proclaim release to the captives, recovery of sight to the blind, and to let the oppressed go free” (Luke 4:18); and

WHEREAS, the Evangelical Lutheran Church in America (ELCA) has repeatedly called upon its congregations to intercede for those around the world who are being subjected to systematic violation of human rights; and

WHEREAS, the Constitution of the Oromo Evangelical Church in Washington, D.C., like the constitutions of many ELCA congregations, calls on members to “serve in response to God’s love to meet human needs, caring for the sick and the aged, advocating dignity and justice for all people, working for peace and reconciliation among the nations, and standing with the poor and powerless...” (*C4.02.d.); and

WHEREAS, the Oromo people, who number 30 million within the territory of Ethiopia, have known more than a century of persecution at the hands of successive governments; and

WHEREAS, the people of the Oromia region of Ethiopia are presently being subjected to a massive campaign to deny their human and civil rights, including arbitrary detention, the torture of detainees, and extrajudicial executions; and

WHEREAS, Human Rights Watch, in a report released on April 6, 2011, called on the Ethiopian government to immediately release those detained without charge during “several waves of apparently politically motivated mass arrests of more than 200 ethnic Oromo Ethiopians;” and

WHEREAS, the U.S. Department of State, in its annual Human Rights report on Ethiopia (April 2011), has documented “unlawful killings, torture, beating, and abuse and mistreatment of detainees and opposition supporters by security forces... poor prison conditions; arbitrary arrest and detention, particularly of suspected sympathizers or members of opposition or insurgent groups” and has called on the Government of Ethiopia to comply with its commitments under the Universal Declaration of Human Rights, to cease its practice of jamming Voice of America broadcasts that seek to report on the present situation and its denial of access to federal prisons by the International Committee of the Red Cross; and

WHEREAS, the Oromo Evangelical Church of Washington, D.C., as well as other Oromo congregations, stand ready to provide documentation and study materials on the present situation in Ethiopia through the synod office; therefore, be it

RESOLVED, that the ELCA Metropolitan Washington, D.C., Synod Assembly encourage congregations of the synod to pray regularly for those in prison in Ethiopia and to devote time to studying the situation of the Oromo people; and be it further

RESOLVED, that the Metropolitan Washington, D.C., Synod Assembly direct the bishop of the synod to send a letter to the U.S. Secretary of State expressing the synod’s concern for the well-being of the Oromo people and requesting that all developmental and military aid to the Government of the Federal Democratic Republic of Ethiopia be tied to that government’s compliance with internationally-recognized human rights agreements; and be it further

RESOLVED, that the Metropolitan Washington, D.C., Synod Assembly memorialize the 2011 Churchwide Assembly meeting in Orlando, Florida, to undertake programs of education and advocacy on behalf of the human rights of the Oromo people.

Background

As baptized Christians, we are called by our baptismal covenant to stand in solidarity with people most affected by injustice and repression. To that end, the Evangelical Lutheran Church in

America continually has affirmed its commitment to the promotion, preservation and protection of universal human rights.

The global engagement and awareness present in every expression of this church is formed through the practices of accompaniment, the mission theology of the ELCA. The blend of solidarity and accompaniment motivates ELCA members toward effective advocacy.

One of the commitments intrinsic to the practice of accompaniment is consultation with global companion churches prior to ELCA action outside the territories of the ELCA. In many areas, including governmental advocacy, operating without prior consultation can lead to unintended consequences, both for the ELCA and for our companion churches.

Church Council Action (CC.11.07.46b)

To thank the Metropolitan Washington, D.C., Synod for its resolution related to human rights violations against the Oromo people;

To refer the resolution to the Congregational and Synodical Mission and Global Mission units for consultation with the Ethiopian Evangelical Church Mekane Yesus (EECMY) with the request that a report and possible recommendations be brought to the November 2011 meeting of the Church Council; and

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

Response from the Congregational and Synodical Mission unit

Since the action by the Church Council on July 28, staff of the Congregational and Synodical Mission and Global Mission units have consulted with a variety of people, including staff of The Lutheran World Federation, with more detailed knowledge of the human rights situation in Ethiopia. These consultations have been undertaken to enable the ELCA to both gather additional information about the situation in Ethiopia and to avoid possible unintended consequences as noted in the background. A number of options are being considered which would address the matter in an effective way while also giving due attention to the ELCA's practice of accompaniment with global companion churches. It is anticipated that another report will be prepared for the April 2012 meeting of the Church Council.

CC ACTION *[EN BLOC]*

Recommended:

To receive the background information provided by the Congregational and Synodical Mission unit in response to the resolution of the Metropolitan Washington, D.C., Synod related to "Human Rights Violations Against the Oromo People";

To authorize a delay in further response until the April 2012 meeting of the Church Council; and

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

Church Council Referrals of Churchwide Assembly Actions November 2011

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

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

The full text of the motions can be accessed at the following link: [Legislative Update](#). Reference and Counsel materials begin on page 17.

Congregational and Synodical Mission

1. CA11.03.12 Memorials Category A3: International Year for People of African Descent
Due: April 2012 Church Council meeting
CSM is the lead in consultation with GM.
2. CA11.03.06a Memorials Category A4: Energy Stewardship
Due: April 2013 Church Council meeting
CSM is the lead in consultation with OT and OB.
3. CA11.04.26 Memorials Category A6: Immigration Reform
Due: November 2012 Church Council meeting
CSM is the lead in consultation with OB.
4. CA11.05.39 Memorials Category C1: Lutheran Campus Ministry
Due: November 2012 Church Council meeting
CSM is the lead in consultation with COB and OB.
5. CA11.03.06f Memorials Category D2: Holy Communion
Due: April 2013 Church Council meeting
CSM is the lead in consultation with COB.
6. CA11.05.31 Motion C: Confronting Injustice in State Immigration Initiatives
Due: April 2012 Church Council meeting
CSM is the lead in consultation with OB.
7. CA11.05.35 Motion G: Effect of U.S. Ethanol Policy on World Hunger
Due: April 2013 Church Council meeting
CSM is the lead in consultation with OB.
8. CA11.05.36 Motion H: Youth-Related Matters
Due: November 2012 Church Council meeting
9. CA11.04.18 Motion J: Native Americans and Alaska Natives
Due: November 2012 Church Council meeting

Conference of Bishops

1. CA11.05.39 Memorials Category C1: Lutheran Campus Ministry
Due: November 2012 Church Council meeting
CSM is the lead in consultation with COB and OB.
2. CA11.05.30 Motion B: Perpetual Prayer Vigil
Due: April 2013 Church Council meeting
OB is the lead unit in consultation with COB.
3. CA11.03.06f Memorials Category D2: Holy Communion
Due: April 2013 Church Council meeting
CSM is the lead in consultation with COB.

Global Mission

1. CA11.03.12 Memorials Category A3: International Year for People of African Descent
Due: April 2012 Church Council meeting
CSM is the lead in consultation with GM.

Mission Advancement

1. CA11.05.34 Motion F: Congregational Offerings
Due: November 2012 Church Council meeting.
2. CA11.05.38 Motion L: Mission Support
Due: November 2012 Church Council meeting

Office of the Presiding Bishop

1. CA11.03.06a Memorials Category A4: Energy Stewardship
Due: April 2013 Church Council meeting
CSM is the lead in consultation with OT and OB.
2. CA11.04.26 Memorials Category A6: Immigration Reform
Due: November 2012 Church Council meeting
CSM is the lead in consultation with OB.
3. CA11.03.06c Memorials Category B2: Synodical Ratification Procedure
Due: November 2012 Church Council meeting
4. CA11.05.39 Memorials Category C1: Lutheran Campus Ministry
Due: November 2012 Church Council meeting
CSM is the lead in consultation with COB and OB.
5. CA11.03.06h Category E1: Social Statement on Human Sexuality
Due: November 2012 Church Council meeting
6. CA11.05.30 Motion B: Perpetual Prayer Vigil
Due: April 2013 Church Council meeting
OB is the lead unit in consultation with COB.
7. CA11.05.31 Motion C: Confronting Injustice in State Immigration Initiatives
Due: April 2012 Church Council meeting
CSM is the lead in consultation with OB.
8. CA11.05.32 Motion D: Dialogue with the North American Lutheran Church
Due: November 2012 Church Council meeting
9. CA11.05.35 Motion G: Effect of U.S. Ethanol Policy on World Hunger
Due: April 2013 Church Council meeting
CSM is the lead in consultation with OB
10. CA11.04.19 Motion K: Tree for Luthergarten
Due: April 2012 Church Council meeting

Office of the Treasurer

1. CA11.03.06a Memorials Category A4: Energy Stewardship
Due: April 2013 Church Council meeting

I. Memorials

Category A3: International Year for People of African Descent

CA11.03.12

To receive with gratitude the memorials of the Central/Southern Illinois, Northeastern Ohio, Southeastern Pennsylvania, and Virginia synods related to the International Year for People of African Descent;

To affirm these memorials and request that the presiding bishop of this church issue a statement acknowledging the International Year for People of African Descent and encouraging congregations to participate through prayer, ministry, forums, and presentations, as well as artistic, cultural, and worship expressions that affirm the gifts of people of African Descent;

To ask that the director for racial justice collaborate with the ELCA Church Council, congregations, synod anti-racism teams, strategy teams, ethnic associations, ELCA colleges and universities, and ELCA seminaries to deepen efforts to eradicate racism by examining the factors that inhibit people of color and/or whose primary language is other than English from experiencing the fullness of leadership and inclusion in this church;

To request the Global Mission and Congregational and Synodical Mission units to recognize this International Year in upcoming events; and

To anticipate that the director for racial justice and the staff of the Lutheran Office for World Community at the United Nations will monitor the events of the International Year for People of African Descent and provide current information for the ELCA website.

CC ACTION *[EN BLOC]*

Recommended:

To request that the director for racial justice, in consultation with the Congregational and Synodical Mission and Global Mission units, bring to the April 2012 meeting of the Church Council a report on the ELCA activities associated with the International Year for People of African Descent.

Category A4: Energy Stewardship

CA11.03.06a

To receive with gratitude the memorials of the Sierra Pacific, Rocky Mountain, Northeastern Minnesota, Texas-Louisiana Gulf Coast, Metropolitan Chicago, Northern Illinois, Northeastern Iowa, South-Central Synod of Wisconsin, North/West Lower Michigan, New Jersey, New England, Metropolitan New York, Southeastern Pennsylvania, and Metropolitan Washington, D.C. synods related to energy stewardship;

To thank the Lutheran Climate Change Coalition and Lutherans Restoring Creation for their work and to commend their strategies to this church;

To encourage all expressions and agencies of this church to improve their stewardship of energy resources and promote care for God's creation; and

To request that, as financial and staff resources permit, the churchwide organization establish processes to track, assess, and share these efforts to improve our care of God's creation.

CC ACTION [EN BLOC]

Recommended:

To refer Memorials Category A4: Energy Stewardship to the Congregational and Synodical Mission unit, in consultation with the Office of the Treasurer and the Theological Discernment team in the Office of the Presiding Bishop; and

To request that a report and possible recommendations be presented to the April 2013 Church Council meeting.

Memorials Category A6: Immigration Reform

CA11.04.26

To affirm the commitment of the Evangelical Lutheran Church in America and Lutheran Immigration and Refugee Service to support comprehensive immigration reform and the DREAM Act;

To request that the presiding bishop of this church communicate to the president and members of Congress the support of the ELCA for comprehensive immigration reform and the DREAM Act; and

To encourage all ELCA synods, congregations, and members to add their voices in support of comprehensive immigration reform and the DREAM Act.

CC ACTION [EN BLOC]

Recommended:

To request that the Congregational and Synodical Mission unit, in collaboration with the Office of the Presiding Bishop, bring to the November 2012 meeting of the Church Council a report on its activities associated with its support of comprehensive immigration reform and the DREAM Act.

Memorials Category B2: Synodical Ratification Procedure

CA11.03.06c

Southeastern Minnesota Synod (3I)

RESOLVED, that the Southeastern Minnesota Synod in assembly memorialize the 2011 Churchwide Assembly to direct the Church Council to present for consideration by the 2013 Churchwide Assembly a procedure that would require synodical ratification of social statements and amendments to churchwide governing documents.

To receive with gratitude the memorial of the Southeastern Minnesota Synod concerning synodical ratification of social statements and amendments to churchwide governing documents;

To acknowledge that the issue of ratification has been considered many times in the life of the ELCA, most recently by the task force on Living Into the Future Together: Renewing the Ecology of the ELCA (LIFT);

To encourage further exploration of existing means of discussion and decision-making as well as new means, such as communal discernment and non-legislative gatherings, as recommended by the LIFT task force; and

To decline to institute synodical ratification of social statements and amendments to churchwide governing documents.

CC ACTION [EN BLOC]

Recommended:

To refer the third paragraph of the Churchwide Assembly's action on Memorials Category B2: Synodical Ratification Procedure to the Office of the Presiding Bishop; and

To request that a report and possible recommendations on that action be presented to the November 2012 meeting of the Church Council.

Category C1: Lutheran Campus Ministry

CA11.05.39

To receive with gratitude the memorials of the Pacifica, Southwestern Minnesota, Arkansas-Oklahoma, Metropolitan Chicago, Northern Illinois, Central/Southern Illinois, Southeastern Iowa, Greater Milwaukee, Upstate New York, and South Carolina synods related to Lutheran Campus Ministry;

To acknowledge that ELCA campus ministry is a Lutheran ministry on campus, not just a ministry to Lutherans at more than 180 state and private colleges and universities, with cooperating congregations in campus ministry at an additional 400 campuses nationwide;

To recommend a liaison related to Lutheran Campus Ministry be established within the Conference of Bishops for consultation with representatives of Lutheran Campus Ministry-related constituencies, specifically students, Lutheran Campus Ministry staff, and synodical judicatories; and

To create a consultative protocol when any decisions proposed by the ELCA Church Council regarding Lutheran Campus Ministry are conducted with representatives of Lutheran Campus Ministry-related constituencies, specifically students, Lutheran Campus Ministry staff, and synodical judicatories.

CC ACTION [EN BLOC]

Recommended:

To refer Memorials Category C1: Lutheran Campus Ministry to the Congregational and Synodical Mission unit; in consultation with the Conference of Bishops and the Office of the Presiding Bishop; and

Revised November 12, 2011

To request that a report and possible recommendations be presented to the November 2012 meeting of the Church Council.

Category D2: Holy Communion

CA11.03.06f

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

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

CC ACTION [EN BLOC]

Recommended:

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

Category E1: Social Statement on Human Sexuality

CA11.03.06h

To receive with gratitude the memorials of the South Dakota, Metropolitan Chicago, Metropolitan New York, and Metropolitan Washington, D.C. synods, related to the social statement *Human Sexuality: Gift and Trust*;

To acknowledge both the sorrow and joy resulting from the decisions of the 2009 Churchwide Assembly;

To decline to reconsider this social statement; and

To request that the report to be prepared for the November 2012 meeting of the Church Council on the implementation of this social statement also be provided as information for the 2013 ELCA Churchwide Assembly.

CC ACTION [EN BLOC]

Recommended:

To request that the Office of the Presiding Bishop provide the report on the implementation of the social statement on human sexuality, which is due to the Church Council at its November 2012 meeting, to the 2013 Churchwide Assembly as information.

II. Motions from Reference and Counsel [En Bloc]

Motion B: Perpetual Prayer Vigil

CA11.05.30

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

CC ACTION [EN BLOC]

Recommended:

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

Motion C: Confronting Injustice in State Immigration Initiatives

CA11.05.31

RESOLVED, that the 2011 Churchwide Assembly declare its support of and encouragement for all efforts to prevent the enactment of punitive and unjust federal and state laws that target immigrants; and be it further

RESOLVED, that all congregations and institutions of this church are called to welcome and serve persons regardless of their documented status; and be it further

RESOLVED, that congregations, seminaries, camps, colleges, universities, synods, and all expressions of the ELCA are hereby called upon to deepen their understanding of the current issues related to immigration and their calling to stand for welcome, including the widespread study and use of the ELCA social policy resolution titled "Toward Compassionate, Just and Wise Immigration Reform," adopted by the Church Council in 2009; and be it further

RESOLVED, that all members of this church, including its leaders, be encouraged to protest laws and proposed laws that ignore the Bible's witness to care for the stranger among us and to serve all people and strive for justice and peace in all the earth, by communicating with legislators, governors, and the media; participating in public gatherings opposing unjust immigration policies; and taking all actions that demonstrate welcome and live out accompaniment of immigrants; and be it further

RESOLVED, that the Churchwide Assembly affirm the church's cooperation with and support for the ministry and advocacy of LIRS; and be it further

RESOLVED, that the Church Council be asked to consider the designation of one day each year for "Stand for Welcome Sunday," a moment to bring particular attention in congregations and communities to the presence and gifts of refugees and migrants, and the opportunities for mission and ministry with newcomers; and be it

RESOLVED, that the presiding bishop and synodical bishops be called upon to communicate this resolution and the commitment of the ELCA to stand with and advocate for immigrants to the U.S. administration, Congress, all governors and state legislatures, and the media.

CC ACTION [EN BLOC]

Recommended:

To refer Motion C: Confronting Injustice in State Immigration Initiatives to the Congregational and Synodical Mission unit in consultation with the Theological Discernment team in the Office of the Presiding Bishop; and

To request that a report and possible recommendations, particularly about the designation of “Stand for Welcome Sunday,” be presented to the Church Council at its April 2012 meeting.

Motion D: Dialogue with the North American Lutheran Church

CA11.05.32

RESOLVED, that the Evangelical Lutheran Church in America through the Office of the Presiding Bishop’s Ecumenical and Inter-Religious Relations invite dialogue with the North American Lutheran Church and to strive for a mutual relationship, where possible, for both the ELCA and the NALC.

CC ACTION [EN BLOC]

Recommended:

To request that the Office of the Presiding Bishops’s Ecumenical and Inter-Religious Relations staff bring a report and possible recommendations on Motion D: Dialogue with the North American Lutheran Church to the November 2012 meeting of the Church Council.

Motion F: Congregational Offerings

CA11.05.34

To refer Motion F to the Mission Advancement unit, to be shared, along with other stewardship strategies, across this church, as appropriate.

CC ACTION [EN BLOC]

Recommended:

To request that the Mission Advancement unit present a report on its activities related to Motion F: Congregational Offerings to the November 2012 Church Council meeting.

Motion G: Effect of U.S. Ethanol Policy on World Hunger

CA11.05.35

To refer Motion G to the Congregational and Synodical Mission unit and the Office of the Presiding Bishop.

CC ACTION [EN BLOC]

Recommended:

To request that the Congregational and Synodical Mission unit, in collaboration with the Office of the Presiding Bishop, present a report and possible recommendations on Motion G: Effect of U.S. Ethanol Policy on World Hunger to the April 2013 meeting of the Church Council.

Motion H: Youth-Related Matters

CA11.05.36

RESOLVED, that the 2011 Churchwide Assembly commend the churchwide and synodical expressions of the ELCA for beginning to implement continuing resolution 6.02.A09, adopted at the 2009 Churchwide Assembly, establishing a goal for this church that at least 10% of all churchwide and synodical assemblies, councils, committees, and boards be comprised of youth and young adults, and encourage the churchwide and synodical expressions to continue to find ways to involve youth and young adults in their governance structures; and be it further

RESOLVED, that the ELCA recognize the rich history of the Lutheran Youth Organization and affirm the work that it has accomplished since 1987; and be it further

RESOLVED, that the 2011 ELCA Churchwide Assembly call upon the Congregational and Synodical Mission unit to maintain and strengthen a youth-led faith formation and leadership development organization based at the churchwide expression.

CC ACTION [EN BLOC]

Recommended:

To request that the Congregational and Synodical Mission unit present a report and possible recommendations on Motion H: Youth-Related Matters to the November 2012 meeting of the Church Council.

Motion J: Native Americans and Alaska Natives

CA11.04.18

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

CC ACTION [EN BLOC]

Recommended:

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

Motion K: Tree for Luthergarten

CA11.04.19

To refer Motion K to the Office of the Presiding Bishop for consideration.

CC ACTION [EN BLOC]

Recommended:

To request that the Office of the Presiding Bishop present a report and possible recommendations on Motion K: Tree for Luthergarten to the April 2012 meeting of the Church Council.

Motion L: Mission Support

CA11.05.38

To refer Motion L to the Mission Advancement unit of the churchwide organization, in consultation with the Office of the Secretary, for consideration consistent with other actions taken at this assembly.

CC ACTION [EN BLOC]

Recommended:

To request that the Mission Advancement present a report on its activities related to Motion L: Mission Support to the November 2012 meeting of the Church Council.

**This Exhibit included
personal information
provided solely to the
Church Council for its
deliberations.**

En Bloc Items

1. **Board Development Committee**
2. **Executive Committee**
3. **Legal and Constitutional Review Committee**

3A. Additional Voting Members for the 2013 Churchwide Assembly

Background

For each Churchwide Assembly of the Evangelical Lutheran Church in America, provision for additional voting members has been made for certain synods. This has been done in keeping with this church's "Principles of Organization." Under those principles, the Church Council was assigned responsibility for ensuring that at least 60 percent of the members of assemblies shall be lay persons and that at least 10 percent of such voting members shall be people of color or people whose primary language is other than English (provision 5.01.f.).

Experience in the registration process for assemblies has demonstrated the need for allocation of additional positions to help ensure fulfillment of the organizational principles and also to provide for broader representation in synods (for example, the Caribbean Synod) that normally would be entitled to only two voting members, one of whom would be the synodical bishop.

The 2011 Churchwide Assembly passed an amendment to bylaw 12.41.11., which describes the process for determining the number of voting members for a Churchwide Assembly and includes the possibility that the Church Council may allocate up to ten additional voting members.

- 12.41.11.** Each synod shall elect one voting member of the Churchwide Assembly for every 5,800 baptized members in the synod. In addition, each synod shall elect one voting member for every 50 congregations in the synod. The synodical bishop, who is ex officio a member of the Churchwide Assembly, shall be included in the number of voting members so determined. There shall be at least two voting members from each synod. The Church Council may allocate up to ten additional voting members among synods in order to further the principles of organization, commitment to inclusiveness, and interdependence as specified in Chapter 5 of this constitution, but no single synod may be allocated more than two additional voting members. The secretary shall notify each synod of the number of assembly members it is to elect.

CC ACTION [EN BLOC]

Recommended:

To allocate for the 2013 Churchwide Assembly one additional voting-member position to the Alaska Synod (1A), making a total of four voting members, with the provision that the position shall be filled by an Alaska Native person;

To allocate for the 2013 Churchwide Assembly one additional voting-member position each to the Arkansas-Oklahoma Synod (4C), making a total of four voting members, and the West Virginia-Western Maryland Synod (8H), making a total of five voting members, for an individual of color or an individual whose primary language is other than English;

To allocate for the 2013 Churchwide Assembly one additional voting-member position for a lay member of the Slovak Zion Synod (7G); the total number of voting members is three; and

To allocate for the 2013 Churchwide Assembly two additional voting-member positions to the Caribbean Synod (9F), making a total of 4, with the provision that these additional voting members shall be people of color or people whose primary language is other than English.

3B. Provision 10.12. of the *Constitution, Bylaws, and Continuing Resolutions of the Evangelical Lutheran Church in America* stipulates: "Each synod shall have a constitution, which shall become effective upon ratification by the Church Council. Amendments thereto shall be subject to like ratification"

CC ACTION [EN BLOC]

Recommended:

To ratify the following amendments to the Allegheny Synod constitution.

Allegheny Synod (8C)

- S7.12. Special meetings of the Synod Assembly may be called by the bishop with the consent of the Synod Council, and shall be called by the bishop at the request of one-fifth of the voting members of the Synod Assembly.
- a. The notice of each special meeting shall define the purpose for which it is to be held. The scope of actions to be taken at such a special meeting shall be limited to the subject matter(s) described in the notice.
 - b. If the special meeting of the Synod Assembly is required for the purpose of electing a successor bishop because of death, resignation, or inability to serve, the special meeting shall be called by the Synod Council after consultation with the presiding bishop of the Evangelical Lutheran Church in America in cooperation with the Synod Council.
- S8.23. In the event of the death, resignation, or disability of the bishop, the vice president, after consultation with the presiding bishop of the Evangelical Lutheran Church in America, shall convene the Synod Council to arrange for the conduct of the duties of the bishop until a new bishop shall be elected or, in the case of temporary disability, until the bishop resumes full performance of the duties of the office.
- S8.52. The terms of the officers shall begin on the first day of 3rd calendar month following election or, in special circumstances, at a time designated by the Synod Council.
- S10.06. If a member of the Synod Council ceases to meet the requirements of the position to which she or he was elected ~~be a member in good standing on a roster of this synod, if an ordained minister, or to be a voting member of a congregation of this synod, if a layperson,~~ the office filled by such member shall at once become vacant.

3C. Amendments to the Deaconess Community Bylaws

Stephen Bouman, executive director of the Congregational and Synodical Mission unit, has requested that the amendments to bylaws for the Deaconess Community of the Evangelical Lutheran Church in America be approved. The revised bylaws, with amendments indicated, are printed in Exhibit M, Parts 1a-1b.

CC ACTION [EN BLOC]

Recommended:

To approve the amendments to the bylaws of the Deaconess Community of the Evangelical Lutheran Church in America as printed in Exhibit M, Part 1b.

3D. Lutheran Medical Center

Lutheran Medical Center (LMC) in Brooklyn, New York, is an affiliated social ministry organization incorporated under the New York not-for-profit corporation law. The Evangelical Lutheran Church in America (ELCA) is the sole voting member of the corporation. As sole voting member, the ELCA is authorized to adopt and amend Lutheran Medical Center's governing documents including its Constitution and Bylaws. Recently, the LMC Board of Trustees reviewed LMC's governing documents and adopted a resolution proposing an amendment to the Constitution [[Exhibit H, Parts 3a and 3b](#)]. The proposed amendment specifies the process for Sunset Park Health Council, Inc. (*a.k.a.* Lutheran Family Health Center) to select three members of the LMC board of directors.

CC ACTION [EN BLOC]

Recommended:

To approve the following resolution on behalf of the ELCA, the sole voting member of Lutheran Medical Center, Brooklyn, New York:

WHEREAS, Lutheran Medical Center (LMC), a New York not-for-profit corporation, is an affiliated social ministry organization of the Evangelical Lutheran Church in America (ELCA); and

WHEREAS, the ELCA is the sole voting member of the LMC corporation and the ELCA has the authority to adopt and amend the LMC governing documents; and

WHEREAS, LMC, by action of its Board of Trustees [[Exhibit H, Part 3a](#)], has requested that its constitution be amended as indicated in [Exhibit H, Part 3b](#), attached hereto; therefore, be it

RESOLVED, that the Church Council, on behalf of the Evangelical Lutheran Church in America, hereby authorizes and adopts the amendment to the Constitution of Lutheran Medical Center specified in [Exhibit H, Part 3b](#), hereto.

3E. Amendments to the Constitutions, Bylaws, and Continuing Resolutions of the Evangelical Lutheran Church in America (Two-thirds approval required)

CC ACTION [EN BLOC]

Recommended:

To approve the following amendments to the Constitutions, Bylaws, and Continuing Resolutions of the Evangelical Lutheran Church in America. (Two-thirds approval required)

To delete because service units no longer exist:

14.21.A11. ~~*Election of an Executive Director for Service Units*~~

~~*Unless otherwise specified in this constitution and bylaws, the Church Council shall elect the executive director for each churchwide service unit to a four year term in consultation with and with the approval of the presiding bishop of this church. Nomination of a candidate for election shall be made by the presiding bishop. The presiding bishop, as chief executive officer, shall arrange within the policy of this church for an annual review of each executive director. A unit executive director shall be eligible for reelection. The employment of the executive director may be terminated jointly by the presiding bishop of this church and the Executive Committee of the Church Council.*~~

To amend because there is no current representation of this demographic on the Church Council:

14.31.B11. ~~The Church Council may appoint one young adult and two youth, as defined in continuing resolution 6.02.A09., to serve as advisors to the Church Council from the time of appointment through the conclusion of the Churchwide Assembly in 2013.~~

To amend and renumber because program units no longer exist:

14.32.C10A11. ~~*One voting member of the Church Council shall be selected in each biennium to serve as a liaison with voice but not vote on each program committee of the churchwide units. In addition, a A member of the Church Council, upon invitation, may serve as liaison for the respective boards of trustees of the separately incorporated ministries.*~~

To amend to include the following responsibilities:

17.30.A11. ***Operation of the Mission Investment Fund of the ELCA***

The Mission Investment Fund of the Evangelical Lutheran Church in America shall:

- a. have primary responsibility for the development, administration, and promotion, and sale of Mission Investments;*
- b. develop and administer a loan program, including management responsibilities for the underwriting, legal, accounting, reporting, servicing, marketing, and other related functions;*
- c. provide expertise for management of real property and execute all necessary documents for the acquisition and disposition of such property;*
- d. relate to the Congregational and Synodical Mission unit, which shall request real estate acquisition for new and existing ministries within the limits of the capital funds available and within established criteria;*
- e. confer with the Congregational and Synodical Mission unit on any loans to developing ministries;*

- f. offer building and architectural consultative services to new congregations entering first-unit construction, to congregations relocating with synodical approval, to other congregations, and to other organizations and institutions that are affiliated with this church;
- g. offer building and property consultative services to congregations of this church.

To delete because program committees no longer exist and the transition actions have been taken:

19.04.A10. Implementation Process

To implement the transition in the number of program committees, the Church Council shall take the following actions during its November 2010 meeting:

- a. invite the duly elected members of the program committee related, as of October 2010, to the Global Mission unit to serve the remainder of their terms;
- b. elect from the members of the program committees related, as of October 2010, to the Evangelical Outreach and Congregational Mission unit, the Vocation and Education unit, the Church in Society unit, and the Multicultural Ministries unit, sixteen (16) people to serve the remainder of their terms as the program committee of the Congregational and Synodical Mission unit;
- c. appoint, in accordance with bylaw 16.12.12., one member of the Church Council to serve as a liaison member of the Congregational and Synodical Mission program committee; and
- d. request the Conference of Bishops to select, in accordance with bylaw 16.12.12., one bishop to serve as an advisory member of the Congregational and Synodical Mission program committee.

3F. Amendments to the Bylaws of the Endowment Fund of the Evangelical Lutheran Church in America

The Constitutions, Bylaws and Continuing Resolutions of the Evangelical Lutheran Church in America describe the Endowment Fund of the Evangelical Lutheran Church in America in the following way:

15.15. This church shall have a separately incorporated ministry, known as the Endowment Fund of the Evangelical Lutheran Church in America, which shall hold and manage endowment assets and offer pooled investment services for endowment funds of this church and its related congregations, synods, agencies, and institutions.

15.15.03. Constitutional provision 16.12. and bylaws 14.21.02., 14.21.03., 14.21.07., and 16.12.14. shall apply to the operation of the Endowment Fund of the Evangelical Lutheran Church in America.

16.12. The policies, procedures, and operation of each unit shall be reviewed by the Church Council in order to assure conformity with the constitution, bylaws, and continuing resolutions and with Churchwide Assembly actions.

The revised bylaws, with amendments indicated, can be found in [Exhibit H, Parts 4a-4b.](#)

CC ACTION [EN BLOC]

Recommended:

To approve the amendments to the bylaws of the Endowment Fund of the Evangelical Lutheran Church in America as found in Exhibit H, Parts 4a-4b.

4. Planning and Evaluation Committee

5. Program and Services Committee

6. Nominations, Appointments and Elections

6A. Social Ministry Organizations

The Evangelical Lutheran Church in America serves as a corporate member of certain inter-Lutheran organizations and affiliated social ministry organizations. The role of corporate members includes the responsibility to elect ELCA representatives to the organization's board of directors as prescribed in the organization's governing documents. The relationship of the ELCA to certain inter-Lutheran organizations and affiliated social ministry organizations is expressed through the Congregational and Synodical Mission unit.

The ELCA serves as a corporate member of Lutheran Medical Center, Brooklyn, New York; the Evangelical Lutheran Good Samaritan Society, Sioux Falls, S.D.; Lutheran Services in America, Baltimore, Md.; Mosaic, Inc., Omaha, Neb.; and Lutheran Immigration and Refugee Service, Baltimore, Md. In the case of Lutheran Medical Center, Brooklyn, New York, the ELCA's annual election of board members complies with their constitutional requirement that this action constitute an annual meeting of the corporate member. The Congregational and Synodical Mission program unit has forwarded to the Church Council the following nominations for positions on the boards of these organizations.

CC ACTION [EN BLOC]

Recommended:

To elect to the board of directors of Mosaic, Inc., to a three-year term expiring in October 2014: Ms. Lisa Negstad; and

To elect as members of the board of directors of The Evangelical Lutheran Good Samaritan Society: Mr. David J. Horazdovsky, President-Per Bylaws, no term limit for President; Ms. Patricia Haugen to a three-year term expiring 2013, Mr. Neil Gulsvig to a three-year term expiring in June 2012; and Mr. Christopher Johnson to a three-year term expiring in June 2014.

6B. Boards of ELCA Seminaries

Bylaw 8.31.02. outlines basic parameters for the election of members to the boards of ELCA seminaries. Subsection 8.31.02.a. provides for churchwide representation: "At least one-fifth nominated, in consultation with the seminaries, by the appropriate churchwide unit and elected by the Church Council." The following are submitted for election based on a protocol between the seminary and the Congregational and Synodical Mission program unit.

CC ACTION [EN BLOC]

Recommended:

To elect as members of the board of directors of the Lutheran Theological Seminary at Gettysburg, Gettysburg, Pennsylvania, to four-year terms expiring in 2015: Ms. Suzanne Moyer, Ms. Lois O'Rourke, Mr. Larry Webber and Pr. Daniel Yeiser;

To elect as a member of the board of directors of the Lutheran School of Theology at Chicago, Chicago, Illinois for a two-year term expiring in 2013: Pr. Harvard Stephens, Jr.; and

Revised November 8, 2011

To elect as members of the board of directors of the Lutheran School of Theology at Chicago, Chicago, Illinois for three-year terms expiring in 2014: Mr. Gerald Schultz and Mr. J. Arthur Gustafson; and

To re-elect as a member of the board of directors of Trinity Lutheran Seminary, Columbus, Ohio to a four-year term expiring in 2015: Mr. John W. Marr, Jr.; and

To elect as a member of the board of directors of Luther Seminary, Saint Paul, Minnesota for a four-year term expiring in 2016: Ms. Karis Thompson.

6C. Other Elections

Between meetings of the Churchwide Assembly, the Church Council has the responsibility of electing people to fill terms on churchwide boards, steering committees of churchwide commissions and certain advisory committees. Biographical information is provided in Exhibit C.

CC ACTION [EN BLOC]

Recommended:

To elect as members of the Committee of Hearing Officers to one six-year term expiring in 2017: Pr. Paul (Chip) Gerhard Gunsten, Ms. Cynthia Eleanor Nance, and Pr. Janice Elaine Nesse; and

To elect as trustees of the Board of Pensions to one six-year term expiring in 2017: Ms. Janette E. Drew, Ms. Raye Nae Darlene Nylander, and Pr. Paul William Stumme-Diers.

7. Budget and Finance Committee

7A. Audit Committee Membership

The Audit Committee shall consist of six members. A minimum of two members should be ELCA Church Council Budget and Finance Committee members. Members of the committee shall be appointed by the Budget and Finance Committee and forwarded to the Church Council for approval. Budget and Finance Committee members should be appointed for a two-year term with the possibility of reappointment up to their Church Council term. Non-Church Council members should be appointed for a two-year term, renewable for two additional terms. Terms need to be staggered in recognition of the need for continuity of committee membership from year to year.

Members of the Audit Committee and current term end date are:

John F. Timmer (8/2012)
Timothy L. Stephan (8/2013)
Deborah Chenoweth (chair) (8/2013)
Philip W. Bertram (8/2013)
Louise Hemstead (8/2013)

CC ACTION [EN BLOC]

Recommended:

To recommend that the Church Council elect Marjorie B. Ellis to the ELCA Audit Committee for a two-year term beginning November 2011.

7B. Audit Committee Report to the Church Council

At its June 2011 meeting the ELCA Audit Committee reviewed the audited financial statements for the year ended January 31, 2011. The report is printed in [Exhibit F, Part 6a](#).

CC ACTION [EN BLOC]

Recommended:

To receive and approve the report of the Church Council Audit Committee describing their review of the audited financial statements, management letter, and response of management for the fiscal year ended January 31, 2011.

8. Other Items

ELCA ADVOCACY MINISTRIES

Traditional Rationale

Churchwide Assembly → Social Statements → Advocacy office speaks on principles

Current Rationale

1) Lutheran Public Theology

- Government as “instrument” and “gift”- size nit the first question; function is- as concerns neighbors and their interests.
- Large Catechism- Lord’s Prayer, Daily Bread Petition
- Augsburg Confession- Article XVI on Civil Authority
- Reformation Citizenship Ethic- letters to public officials- inherited and elected/appointed on interest rates, education, health, community chest, etc.

2) A Mandate based on Ministries and Members

Social Statements as general framework →

Congregational and Member Ministries, Projects as experience →

Advocacy Offices as coordinators of national constituency →

Same goal of systemic policy change

- Annual Policy Priorities Survey
- Congregational Resource highlighting connections between ministry and advocacy
- Networks of Leaders- State Policy Offices, Hunger Leaders, DEMs
- New Lutheran groups- Lutherans Restoring Creation
- Related to congregational renewal, community relationships

3) Intelligent Populism

- Lutheran message for public officials and debate- social/personal responsibility
- Lead from strength of ministries and relationships
- Where are the Bob Doles, George McGoverns, Paul Simons, Harris Woffords?

This page left intentionally blank

**ELCA CHURCHWIDE ORGANIZATION
2011 OPERATING RESULTS SUMMARY
FOR THE EIGHT MONTHS ENDING SEPTEMBER 30, 2011**

The churchwide organization of the Evangelical Lutheran Church in America had income in excess of expense of \$3.0 million in current operating funds for the eight-month period ended September 30, 2011, a favorable variance of \$4.1 million from September 30, 2010 and favorable to the period budget by \$7.0 million.

Receipts totaled \$42.4 million for the eight-month period ended September 30, 2011, an increase of \$.3 million from September 30, 2010. Expenses related to the current operating fund amounted to \$39.3 million, a change of (\$3.8) million or (8.7) percent from September 30, 2010. Revenue in the period was favorable to the budget by \$2.9 million or 7.3 percent. Expenses were below the authorized unit spending plans by \$4.1 million or 9.5 percent.

Income from congregations through synods in the form of Mission Support income for the first eight months of 2011 was \$31.5 million, a change of (\$1.1) million or (3.4) percent. Mission Support income was, however, favorable to the revised budget by \$1.3 million or 4.2 percent. 19 synods are showing remittances exceeding their 2010 amount through eight months, and 25 synods exceeded their September 2010 remittances. The rolling 12-month total of mission support seems to be leveling off. There have been only minor variances in the last six months after an 18 month steady decline that ended in January 2011. This continued favorable performance to budget is indication that income is stabilizing, the operating budget is realistic and the organization can anticipate fully funding the commitments anticipated in the spending plan.

Other income received for the budgeted programs and operations of the churchwide organization amounted to \$10.8 million compared with \$9.4 million in the first eight months of 2010. Positive variances included income from investments of \$1.3 million, endowment distributions of \$1.8 million, bequests/trusts of \$2.4 million, and other income of \$0.9 million. Income from Vision for Mission of \$0.6 million, missionary sponsorship of \$1.6 million and unit designated gifts of \$167 thousand, were behind the same period in 2010. Income from grants of \$1.0 million and the Mission Investment Fund of \$1.0 million equaled 2010.

Contributions to ELCA World Hunger for the seven months were \$8.2 million - favorable to the same period in fiscal 2010 by \$0.6 million, but unfavorable to the budget by (\$0.6) million. Expenses for the same period were \$7.8 million, a decrease of \$0.6 million from the prior year. ELCA members contributed \$8.1 million for the ELCA Disaster Response in the first eight months of 2011, including \$2.9 million for the Japan Tsunami disaster and \$1.8 million for the severe spring storms. This compares to \$9.7 million in revenue for the same period in 2010, which included \$8.0 million for Haiti earthquake response. ELCA Malaria campaign receipts totaled \$0.9 million through September 2011.

This page left intentionally blank

EVANGELICAL LUTHERAN CHURCH IN AMERICA
CURRENT OPERATING FUNDS
SUMMARY OF REVENUE AND EXPENSES
(In Thousands)
For the Period Ended September 30, 2011

	2011 <u>ACTUAL</u>	2011 <u>BUDGET</u>	2010 <u>ACTUAL</u>	Year-to-Date Variance	
				ACTUAL vs BUDGET Favorable/(Unfav)	CURRENT YEAR vs PRIOR YEAR Favorable/(Unfav)
REVENUE					
UNRESTRICTED					
Mission Support	\$ 31,528	\$ 30,264	\$ 32,652	\$ 1,263	\$ (1,124)
Other	<u>4,635</u>	<u>3,011</u>	<u>4,051</u>	<u>\$ 1,624</u>	<u>584</u>
Total Unrestricted	<u>36,163</u>	<u>33,275</u>	<u>36,703</u>	<u>\$ 2,887</u>	<u>(540)</u>
TEMPORARILY RESTRICTED					
Designated Gifts	2,772	3,046	3,008	\$ (274)	(237)
Other	<u>3,423</u>	<u>3,161</u>	<u>2,319</u>	<u>\$ 262</u>	<u>1,104</u>
Total Restricted	<u>6,195</u>	<u>6,207</u>	<u>5,327</u>	<u>\$ (12)</u>	<u>868</u>
TOTAL REVENUE	\$ 42,358	\$ 39,482	\$ 42,030	\$ 2,876	\$ 328
TOTAL EXPENSES	\$ 39,310	\$ 43,429	\$ 43,060	\$ 4,119	\$ 3,750
NET	<u>\$ 3,048</u>	<u>\$ (3,947)</u>	<u>\$ (1,030)</u>	<u>\$ 6,995</u>	<u>\$ 4,078</u>

**EVANGELICAL LUTHERAN CHURCH IN AMERICA
 CURRENT OPERATING FUNDS
 REVENUE SUMMARY
 For the Period Ended September 30, 2011**

			Year-To-Date Variance		
	2011 ACTUAL	2011 BUDGET	2010 ACTUAL	ACTUAL vs. BUDGET Favorable/(Unfavor)	CURRENT YEAR vs. PRIOR YEAR Favorable/(Unfavor)
UNRESTRICTED					
Mission Support	\$ 31,527,622	\$ 30,264,235	\$ 32,652,076	\$ 1,263,387	\$ (1,124,454)
Vision for Mission	608,648	606,347	795,688	2,301	(187,040)
Investment Income	1,295,010	381,890	918,657	913,120	376,353
Bequests and Trusts	1,191,093	725,000	881,385	466,093	309,708
Endowment	592,938	557,250	558,522	35,688	34,417
Rent	650,942	609,516	620,645	41,426	30,297
Other	296,678	131,000	275,369	165,678	21,309
Total Unrestricted	<u>36,162,931</u>	<u>33,275,238</u>	<u>36,702,342</u>	<u>2,887,693</u>	<u>(539,411)</u>
TEMPORARILY RESTRICTED					
Missionary Sponsorship	1,604,647	1,858,964	1,781,663	(254,317)	(177,016)
Bequests and Trusts	1,224,347	947,149	323,020	277,198	901,327
Endowment	1,198,547	1,213,915	995,803	(15,368)	202,744
Unit-Designated Gifts	167,296	187,000	226,809	(19,704)	(59,513)
Mission Investment Fund	1,000,000	1,000,000	1,000,000	-	-
Grants	1,000,000	1,000,000	1,000,000	-	-
Total Restricted	<u>6,194,837</u>	<u>6,207,028</u>	<u>5,327,294</u>	<u>(12,191)</u>	<u>867,543</u>
TOTAL REVENUE	<u>\$ 42,357,768</u>	<u>\$ 39,482,266</u>	<u>\$ 42,029,636</u>	<u>\$ 2,875,502</u>	<u>\$ 328,132</u>

PRELIMINARY AND UNAUDITED

**EVANGELICAL LUTHERAN CHURCH IN AMERICA
 CURRENT OPERATING FUNDS
 ACTUAL EXPENSES VS. SPENDING AUTHORIZATION
 For the Period Ended September 30, 2011**

	2011 ACTUAL EXPENSES	2011 SPENDING AUTHORIZATION	Variance Favorable (Unfavorable)	Percent of Actual to Budget
UNITS				
Congregational and Synodical Mission	16,795,526	18,596,895	1,801,369	90.31%
Global Mission	7,598,010	8,436,195	838,185	90.06%
Mission Advancement	2,156,394	3,203,670	1,047,276	67.31%
OFFICES				
Presiding Bishop	3,302,686	3,241,022	(61,664)	101.90%
Treasurer	3,817,358	4,031,687	214,329	94.68%
Secretary	2,517,233	2,731,755	214,522	92.15%
OTHER				
General Treasury	129,399	113,299	(16,100)	114.21%
Retiree Minimum Health Obligation	1,666,667	1,666,667	-	100.00%
Depreciation	1,333,691	1,358,598	24,907	98.17%
Strategic Initiatives	(6,504)	48,858	55,362	(13.31%)
TOTAL EXPENSES	<u>\$ 39,310,460</u>	<u>\$ 43,428,646</u>	<u>\$ 4,118,186</u>	<u>90.52%</u>

Evangelical Lutheran Church in America
SYNODICAL REMITTANCES
 for the period ending
 September 30, 2011

MISSION SUPPORT										OTHER REMITTANCES THROUGH SYNOD			
	2010 MS%	2011 MS PLAN		CURRENT MONTH		YEAR-TO-DATE			\$ VARIANCE		World Hunger	Missionary	
		AMOUNT	MS%	2011	2010	2011	2010	% Vary	Monthly	Y-T-D		Sponsorship	Other
Alaska	1A 39.00%	\$ 167,283	39.50%	\$ 11,790	\$ 12,399	\$ 97,302	\$ 87,929	10.7%	(609)	9,374	\$ 11,494	\$ 499	\$ 12,421
N.W. Wash	1B 45.50%	611,713	45.50%	44,536	45,512	362,351	377,298	(4.0%)	(976)	(14,947)	109,504	5,260	71,258
S.W. Wash	1C 38.50%	356,070	39.00%	30,272	31,521	227,483	219,466	3.7%	(1,249)	8,017	53,137	5,559	36,754
E. Wash / Id	1D 30.00%	240,250	31.00%	19,424	17,218	152,373	144,780	5.2%	2,207	7,593	18,802	6,171	9,354
Oregon	1E 42.00%	436,900	42.50%	23,271	28,215	211,241	239,275	(11.7%)	(4,944)	(28,035)	49,747	7,111	48,781
Montana	1F 39.50%	369,325	39.50%	26,349	26,034	239,662	227,855	5.2%	315	11,807	54,856	15,745	30,239
Total Region 1	39.89%	2,181,541	40.26%	155,642	160,898	1,290,413	1,296,604	(0.5%)	(5,256)	(6,191)	297,539	40,344	208,807
Sierra Pacific	2A 51.50%	901,250	51.50%	66,372	65,371	552,916	553,488	(0.1%)	1,002	(572)	48,033	13,010	505,496
SW California	2B 49.00%	514,165	49.00%	51,313	53,852	312,376	336,451	(7.2%)	(2,539)	(24,075)	85,096	22,524	108,624
Pacifica	2C 52.00%	752,250	51.00%	69,695	70,635	473,331	500,734	(5.5%)	(940)	(27,404)	71,403	15,932	105,499
Grand Canyon	2D 50.00%	875,000	50.00%	55,122	63,014	565,277	583,546	(3.1%)	(7,892)	(18,269)	76,194	18,322	57,386
Rocky Mtn.	2E 50.00%	1,258,750	50.00%	96,995	106,009	827,691	837,044	(1.1%)	(9,013)	(9,353)	336,282	19,100	177,191
Total Region 2	50.52%	4,301,415	50.36%	339,498	358,880	2,731,590	2,811,264	(2.8%)	(19,382)	(79,674)	617,008	88,888	954,196
W. No. Dak	3A 42.50%	384,420	43.00%	24,231	29,356	227,374	213,543	6.5%	(5,125)	13,830	22,703	29,167	7,181
E. No. Dak	3B 40.00%	420,000	40.00%	26,299	27,076	227,335	208,243	9.2%	(777)	19,092	37,351	16,420	33,902
South Dak	3C 43.00%	723,822	44.00%	50,463	58,004	432,310	449,775	(3.9%)	(7,542)	(17,465)	60,717	29,285	79,979
N.W. Minn	3D 51.00%	653,106	51.00%	40,702	41,546	354,909	365,675	(2.9%)	(844)	(10,767)	7,098	41,559	81,346
N.E. Minn	3E 49.00%	588,000	49.00%	37,326	45,486	358,523	349,378	2.6%	(8,161)	9,146	93,049	22,458	17,124
S.W. Minn	3F 52.50%	1,054,029	52.50%	66,340	75,018	607,171	618,523	(1.8%)	(8,678)	(11,351)	84,240	83,741	31,251
Mpls Area	3G 55.00%	1,870,000	55.00%	138,614	104,691	1,008,413	945,256	6.7%	33,923	63,157	100,891	53,027	131,322
St. Paul Area	3H 50.00%	1,050,000	50.00%	86,532	83,267	627,252	607,481	3.3%	3,265	19,771	28,528	26,548	38,279
S.E. Minn	3I 52.50%	994,875	52.50%	53,557	68,774	565,635	576,924	(2.0%)	(15,217)	(11,289)	77,226	46,675	27,879
Total Region 3	49.87%	7,738,252	50.01%	524,063	533,219	4,408,922	4,334,798	1.7%	(9,156)	74,124	511,802	348,880	448,263

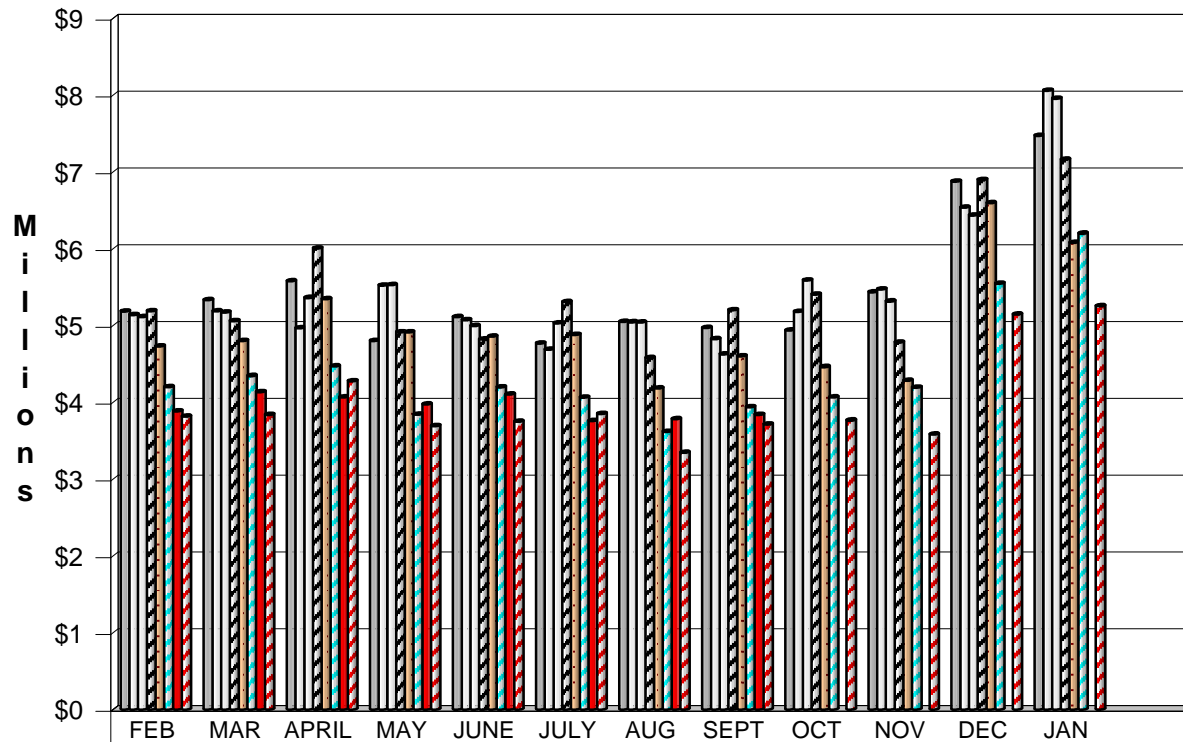
**Evangelical Lutheran Church in America
 SYNODICAL REMITTANCES
 for the period ending
 September 30, 2011**

MISSION SUPPORT										OTHER REMITTANCES THROUGH SYNOD				
	2010 MS%	2011 MS PLAN		CURRENT MONTH		YEAR-TO-DATE			\$ VARIANCE		World Hunger	Missionary Sponsorship	Other	
		AMOUNT	MS%	2011	2010	2011	2010	% Vary	Monthly	Y-T-D				
Nebraska	4A	57.00%	1,995,000	57.00%	165,752	132,794	1,281,295	1,273,248	0.6%	32,958	8,047	122,928	14,739	74,304
Central States	4B	51.00%	912,567	50.00%	80,320	72,860	590,500	623,305	(5.3%)	7,460	(32,805)	46,252	12,299	48,812
Ark/Ok	4C	40.20%	207,360	40.50%	20,174	21,652	126,835	142,910	(11.2%)	(1,478)	(16,075)	11,330	3,469	2,155
N Tx / N La	4D	47.00%	568,700	47.00%	33,143	39,426	339,202	351,441	(3.5%)	(6,283)	(12,239)	37,162	6,697	13,510
S.W. Tex	4E	50.00%	800,000	50.00%	45,573	44,785	425,487	498,912	(14.7%)	788	(73,425)	57,445	1,720	167,732
Tx.-La. Gulf Coast	4F	50.00%	737,000	50.00%	57,557	48,827	404,371	439,153	(7.9%)	8,730	(34,782)	62,872	11,568	113,187
Total Region 4		51.59%	5,220,627	51.58%	402,520	360,344	3,167,689	3,328,969	(4.8%)	42,176	(161,280)	337,989	50,493	419,700
Metro Chicago	5A	55.00%	1,730,431	54.00%	138,904	130,990	1,085,901	1,117,799	(2.9%)	7,915	(31,897)	108,849	37,153	57,022
No. Illinois	5B	55.00%	1,296,159	55.00%	98,391	102,136	807,981	824,073	(2.0%)	(3,745)	(16,092)	90,907	10,653	29,802
Cen. So. Ill	5C	56.00%	817,600	56.00%	65,712	78,036	527,277	580,098	(9.1%)	(12,325)	(52,820)	70,171	17,563	34,978
S.E. Iowa	5D	53.50%	1,597,809	53.50%	101,967	93,097	889,261	863,677	3.0%	8,870	25,584	111,139	14,534	44,824
West Iowa	5E	35.10%	344,033	36.10%	10,000	17,500	120,000	140,000	(14.3%)	(7,500)	(20,000)	70,151	18,609	35,990
N.E. Iowa	5F	42.50%	570,000	40.00%	31,612	24,602	257,781	189,126	36.3%	7,010	68,655	107,488	38,621	95,982
N. Great Lakes	5G	50.00%	410,000	50.00%	36,549	33,317	243,229	261,301	(6.9%)	3,232	(18,073)	79,240	5,036	44,254
NW of Wisc	5H	55.00%	770,000	55.00%	61,168	52,937	435,500	448,304	(2.9%)	8,230	(12,804)	74,118	30,985	28,547
E.C. Wisc	5I	55.00%	907,500	55.00%	62,157	71,790	541,522	525,321	3.1%	(9,633)	16,201	107,715	41,648	81,875
Grtr Milwaukee	5J	60.10%	1,237,500	55.00%	70,059	96,821	748,589	866,775	(13.6%)	(26,763)	(118,186)	72,877	28,545	58,971
SC of Wisc	5K	55.00%	893,200	55.00%	56,896	58,429	474,266	483,568	(1.9%)	(1,533)	(9,303)	112,198	12,840	50,805
LaCrosse (W)	5L	55.00%	461,944	55.00%	34,051	27,869	257,239	247,146	4.1%	6,182	10,093	38,452	1,100	42,227
Total Region 5		53.34%	11,036,176	52.63%	767,466	787,525	6,388,547	6,547,188	(2.4%)	(20,060)	(158,642)	1,043,305	257,288	605,278
SE Mich	6A	45.00%	559,000	43.00%	40,721	37,819	348,822	352,642	(1.1%)	2,902	(3,819)	75,047	10,138	25,362
NW Lower Mich	6B	50.00%	700,000	50.00%	55,067	56,317	450,799	468,822	(3.8%)	(1,250)	(18,024)	74,815	6,284	14,063
Ind / Ky	6C	51.50%	978,500	51.50%	63,817	87,277	564,851	630,492	(10.4%)	(23,460)	(65,640)	248,857	6,711	44,574
N.W. Ohio	6D	51.00%	1,010,820	51.00%	78,347	82,968	582,811	610,599	(4.6%)	(4,620)	(27,788)	79,993	47,787	60,597
N.E. Ohio	6E	49.00%	869,750	49.00%	64,527	68,606	527,268	571,746	(7.8%)	(4,080)	(44,478)	58,688	3,237	60,428
S. Ohio	6F	40.00%	754,290	39.27%	56,167	40,000	458,138	465,653	(1.6%)	16,167	(7,515)	34,049	8,175	45,986
Total Region 6		47.86%	4,872,360	47.41%	358,647	372,987	2,932,689	3,099,953	(5.4%)	(14,341)	(167,263)	571,450	82,332	251,008

Evangelical Lutheran Church in America
SYNODICAL REMITTANCES
 for the period ending
 September 30, 2011

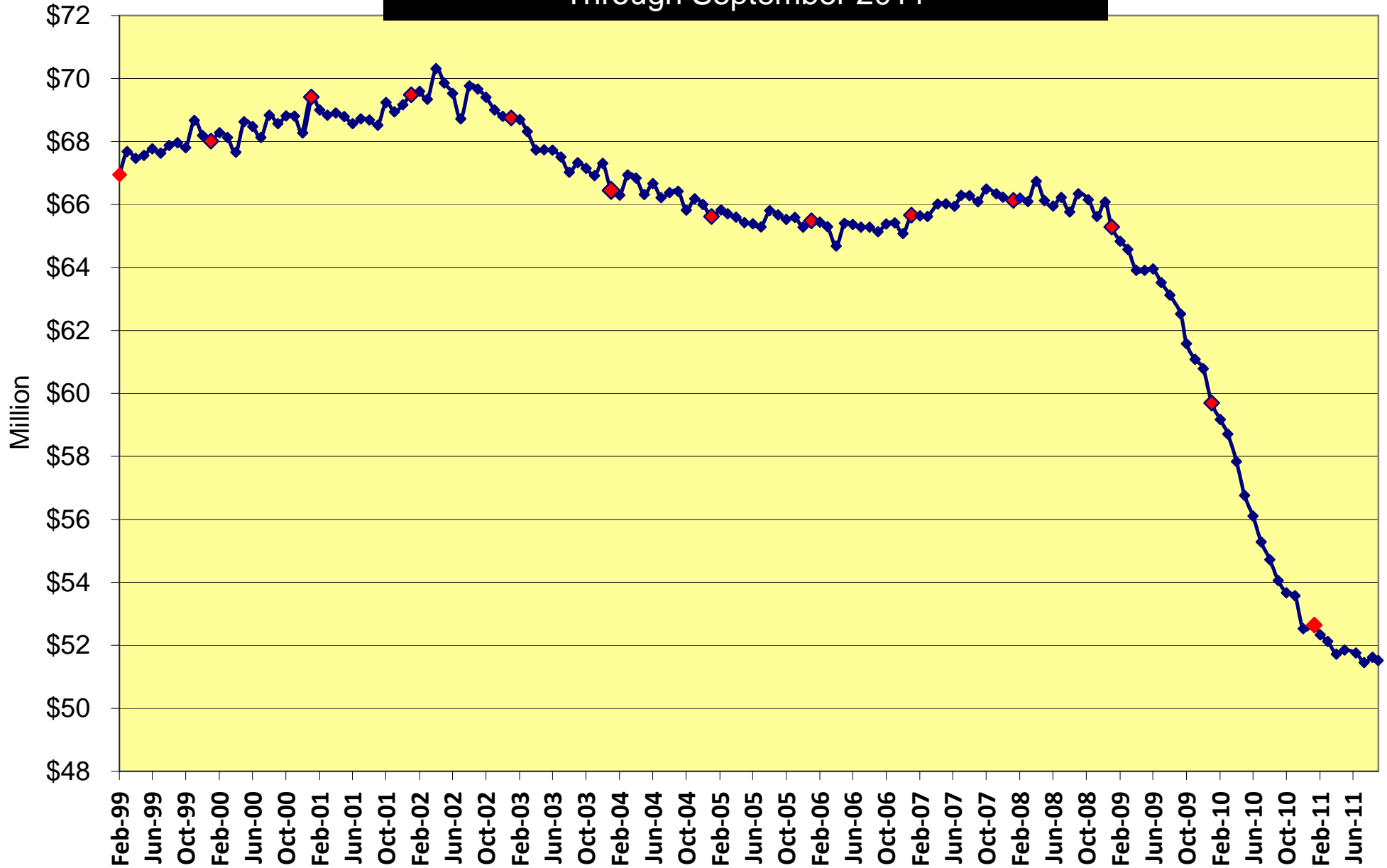
	MISSION SUPPORT									OTHER REMITTANCES THROUGH SYNOD				
	2010	2011 MS PLAN		CURRENT MONTH		YEAR-TO-DATE			\$ VARIANCE		World	Missionary		
	MS%	AMOUNT	MS%	2011	2010	2011	2010	% Vary	Monthly	Y-T-D	Hunger	Sponsorship	Other	
New Jersey	7A	50.00%	1,180,000	50.00%	55,865	64,818	649,244	640,988	1.3%	(8,953)	8,256	82,194	3,843	169,524
New England	7B	54.00%	1,078,896	54.00%	77,783	74,743	674,683	668,404	0.9%	3,040	6,279	35,554	3,740	86,872
Metro NY	7C	48.00%	606,250	48.50%	45,406	41,066	327,019	310,156	5.4%	4,340	16,863	23,372	2,342	24,998
Upstate NY	7D	47.10%	634,840	47.20%	54,421	55,072	366,486	380,511	(3.7%)	(651)	(14,026)	31,294	3,645	43,367
N.E. Penn	7E	52.00%	1,431,000	53.00%	101,864	109,127	815,663	872,823	(6.5%)	(7,263)	(57,161)	220,654	22,827	58,003
S.E. Penn	7F	53.50%	1,246,550	53.50%	81,016	112,754	744,287	798,831	(6.8%)	(31,738)	(54,545)	75,233	3,407	80,985
Slovak Zion	7G	30.00%	33,600	30.00%	1,928	984	12,350	12,683	(2.6%)	944	(333)	4,152	500	2,344
Total Region 7		51.04%	6,211,136	51.35%	418,282	458,565	3,589,730	3,684,396	(2.6%)	(40,283)	(94,666)	472,453	40,305	466,092
N.W. Penn	8A	50.00%	438,000	50.00%	32,802	36,947	270,383	280,794	(3.7%)	(4,146)	(10,411)	59,521	6,633	44,691
S.W. Penn	8B	55.00%	987,500	50.00%	59,058	89,157	511,855	612,552	(16.4%)	(30,098)	(100,697)	67,003	11,092	55,875
Allegheny	8C	50.00%	450,000	50.00%	32,838	32,630	255,069	241,810	5.5%	208	13,259	49,789	22,189	6,278
Lower Susq	8D	46.00%	1,368,500	46.00%	130,326	125,608	922,638	975,451	(5.4%)	4,718	(52,813)	261,068	62,586	124,209
Upper Susq	8E	50.00%	516,619	50.00%	42,834	41,012	337,157	339,793	(0.8%)	1,822	(2,635)	53,766	13,488	20,322
Del / Md	8F	53.00%	1,113,000	53.00%	70,594	82,021	701,672	713,880	(1.7%)	(11,428)	(12,208)	80,518	7,452	28,687
Metro DC	8G	55.00%	1,000,000	50.00%	86,259	64,618	578,872	597,376	(3.1%)	21,641	(18,504)	35,556	6,575	59,568
W Virg-W Mlyd	8H	45.00%	255,683	45.00%	14,343	21,300	133,269	170,400	(21.8%)	(6,957)	(37,131)	15,321	1,870	4,974
Total Region 8		50.73%	6,129,302	49.32%	469,053	493,293	3,710,916	3,932,057	(5.6%)	(24,240)	(221,141)	622,543	131,885	344,603
Virginia	9A	35.10%	640,617	37.34%	56,200	58,237	397,407	442,193	(10.1%)	(2,037)	(44,786)	96,085	3,133	27,831
N. Carolina	9B	39.26%	1,219,750	42.06%	101,540	76,613	812,321	813,356	(0.1%)	24,927	(1,035)	85,639	9,227	17,960
S. Carolina	9C	45.00%	1,127,500	41.00%	86,854	101,341	708,895	878,340	(19.3%)	(14,487)	(169,444)	108,217	46,100	82,125
Southeastern	9D	50.00%	1,050,000	50.00%	75,460	87,741	722,431	722,148	0.0%	(2,281)	283	56,025	15,977	56,883
Florida-Bahamas	9E	51.13%	908,696	44.00%	78,677	83,413	646,071	737,012	(12.3%)	(4,736)	(90,941)	77,480	14,267	169,696
Caribbean	9F	12.50%	30,000	12.79%	2,500	2,500	20,000	23,799	(16.0%)	-	(3,799)			
Total Region 9		43.00%	4,976,563	42.30%	401,231	409,845	3,307,126	3,616,847	(8.6%)	(8,613)	(309,722)	423,445	88,704	354,494
Total		49.39%	\$ 52,667,372	49.18%	\$ 3,836,402	\$ 3,935,556	\$ 31,527,622	\$ 32,652,076	(3.4%)	(\$99,154)	\$ (1,124,454)	\$ 4,897,533	\$ 1,129,118	\$ 4,052,442

Evangelical Lutheran Church in America Synodical Mission Support By Month 2005 - 2011



	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN
2005	\$5.18	\$5.33	\$5.58	\$4.80	\$5.11	\$4.77	\$5.05	\$4.97	\$4.93	\$5.43	\$6.87	\$7.47
2006	\$5.14	\$5.18	\$4.96	\$5.52	\$5.07	\$4.68	\$5.04	\$4.82	\$5.18	\$5.47	\$6.53	\$8.06
2007	\$5.11	\$5.17	\$5.36	\$5.53	\$4.99	\$5.03	\$5.04	\$4.62	\$5.59	\$5.31	\$6.43	\$7.95
2008	\$5.19	\$5.06	\$6.00	\$4.91	\$4.82	\$5.31	\$4.58	\$5.20	\$5.40	\$4.78	\$6.89	\$7.16
2009	\$4.73	\$4.80	\$5.34	\$4.91	\$4.86	\$4.88	\$4.18	\$4.60	\$4.46	\$4.28	\$6.59	\$6.08
2010	\$4.20	\$4.34	\$4.47	\$3.84	\$4.19	\$4.06	\$3.62	\$3.94	\$4.06	\$4.19	\$5.54	\$6.20
2011	\$3.88	\$4.13	\$4.06	\$3.97	\$4.10	\$3.76	\$3.78	\$3.84				
2011 Budget Revised	\$3.81	\$3.84	\$4.27	\$3.69	\$3.75	\$3.85	\$3.34	\$3.71	\$3.76	\$3.58	\$5.14	\$5.25

Mission Support Received In Preceding 12 Months
Through September 2011



**EVANGELICAL LUTHERAN CHURCH IN AMERICA
 WORLD HUNGER APPEAL
 SUMMARY OF REVENUE AND EXPENSE
 For the Period Ended September 30, 2011**

	<u>Actual</u>	<u>Budget</u>	<u>Income and Expense Variances</u>	
			<u>Favorable (Unfavorable)</u>	<u>Favorable (Unfavorable)</u>
			<u>Actual Vs.</u>	<u>Current Vs.</u>
			<u>Budget</u>	<u>Previous Year</u>
Beginning Balance	\$ 2,020,037			
Income:				
Through Synods	\$ 4,150,499	\$ 4,555,000	\$ (404,501)	\$ (44,161)
Direct Giving	3,196,099	3,395,000	(198,901)	436,297
Endowments	352,642	430,000	(77,358)	15,808
Bequests, Miscellaneous	517,023	427,500	89,523	168,331
Total Income	8,216,263	8,807,500	(591,237)	576,276
Expense:				
Global Mission	5,490,524	5,239,547	(250,977)	(27,136)
Congregational and Synodical Mission	1,165,872	1,322,867	156,995	892,298
Mission Advancement	1,108,500	1,855,679	747,179	(276,574)
Total Expense	7,764,896	8,418,093	653,197	588,588
Net	\$ 451,367	\$ 389,407	\$ 61,960	\$ 1,164,864
Ending Balance	\$ 2,471,404			

This page left intentionally blank

EVANGELICAL LUTHERAN CHURCH IN AMERICA
Consolidating Statement of Financial Position

	Churchwide Operations	Endowment Funds	Deferred Gift Funds	Total September 2011	Total September 2010
ASSETS					
Cash and Cash Equivalents	20,185,715	1,135,179	7,052,566	28,373,460	16,506,906
Cash and Securities Held as Collateral for Securities Loaned	-	-	10,878,382	10,878,382	30,406,783
Payables Under Securities Loan Agreements	-	-	(10,878,382)	(10,878,382)	(30,406,783)
Investments	37,062,607	370,502,056	162,198,417	569,763,080	580,297,649
Accounts Receivable	5,843,693	-	4,642	5,848,335	5,768,311
Notes Receivable	4,482,807	-	1,114,822	5,597,629	5,773,604
Due from Affiliates	2,876,066	-	336,356	3,212,422	1,586,637
Interest Receivable	235,823	-	830,798	1,066,621	1,302,045
Advances and Other Assets	3,645,120	3,648,398	-	7,293,518	5,996,861
Real Estate Investments	74,961	-	-	74,961	74,961
Beneficial Interest in Outside Trusts	-	15,435,526	1,217,595	16,653,121	15,546,698
Cash Surrender Value of Life Insurance	1,474,445	-	-	1,474,445	1,375,582
Property, Plant & Equipment	69,673,690	-	254,764	69,928,454	67,444,508
Accumulated Depreciation/Amortization	(39,999,198)	-	-	(39,999,198)	(38,018,332)
Other Non-Current Assets	891,681	-	-	891,681	925,649
Reinsurance Contracts	-	-	1,182,071	1,182,071	1,235,943
TOTAL ASSETS	106,447,410	390,721,159	174,192,031	671,360,600	665,817,022
LIABILITIES					
Accounts Payable	3,354,474	187,452	556,199	4,098,125	2,233,727
Mortgage and Notes Payable	1,002,910	-	-	1,002,910	3,094,340
Accrued Liabilities	2,217,995	-	160	2,218,155	937,671
Due to Affiliates	-	1,752,254	-	1,752,254	1,209,433
Deferred Revenue	3,198,695	232,015	1,142,669	4,573,379	1,574,397
Annuities Payable	-	-	99,784,828	99,784,828	105,101,337
Funds Held for Others in Perpetuity	-	43,370,724	-	43,370,724	42,499,476
Funds Held for Others	51,927	149,686,949	49,822,649	199,561,525	193,589,175
Total Liabilities	9,826,001	195,229,394	151,306,505	356,361,900	350,239,556
NET ASSETS					
Unrestricted/Undesignated	46,218,059	6,848,275	863,009	53,929,343	52,392,608
Designated	11,111,431	-	-	11,111,431	13,674,650
Temporarily Restricted	39,291,919	51,041,729	8,399,374	98,733,022	103,664,959
Permanently Restricted	-	137,601,761	13,623,143	151,224,904	145,845,249
Total Net Assets	96,621,409	195,491,765	22,885,526	314,998,700	315,577,466
TOTAL LIABILITIES AND NET ASSETS	106,447,410	390,721,159	174,192,031	671,360,600	665,817,022

EVANGELICAL LUTHERAN CHURCH IN AMERICA
Statement of Financial Position
Churchwide Operations

	September 2011	September 2010
	<u> </u>	<u> </u>
ASSETS		
Cash and Cash Equivalents	20,185,715	10,470,295
Investments	37,062,607	37,130,837
Accounts Receivable	5,843,693	5,602,079
Notes Receivable	4,482,807	4,642,054
Due from Affiliates	2,876,066	1,586,637
Interest Receivable	235,823	277,785
Advances and Other Assets	3,645,120	2,484,767
Real Estate Investments	74,961	74,961
Cash Surrender Value of Life Insurance	1,474,445	1,375,582
Property, Plant & Equipment	69,673,690	67,314,428
Accumulated Depreciation/Amortization	(39,999,198)	(38,018,332)
Other Non-Current Assets	891,681	925,649
	<u> </u>	<u> </u>
TOTAL ASSETS	<u>106,447,410</u>	<u>93,866,742</u>
LIABILITIES		
Accounts Payable	3,354,474	1,958,833
Mortgage and Notes Payable	1,002,910	3,094,340
Accrued Liabilities	2,217,995	928,005
Funds Held for Others	51,927	88,019
Deferred Revenue	3,198,695	121,584
	<u> </u>	<u> </u>
Total Liabilities	<u>9,826,001</u>	<u>6,190,781</u>
NET ASSETS		
Unrestricted/Undesignated	46,218,059	38,846,433
Designated	11,111,431	13,674,650
Restricted	39,291,919	35,154,878
	<u> </u>	<u> </u>
Total Net Assets	<u>96,621,409</u>	<u>87,675,961</u>
	<u> </u>	<u> </u>
TOTAL LIABILITIES AND NET ASSETS	<u>106,447,410</u>	<u>93,866,742</u>

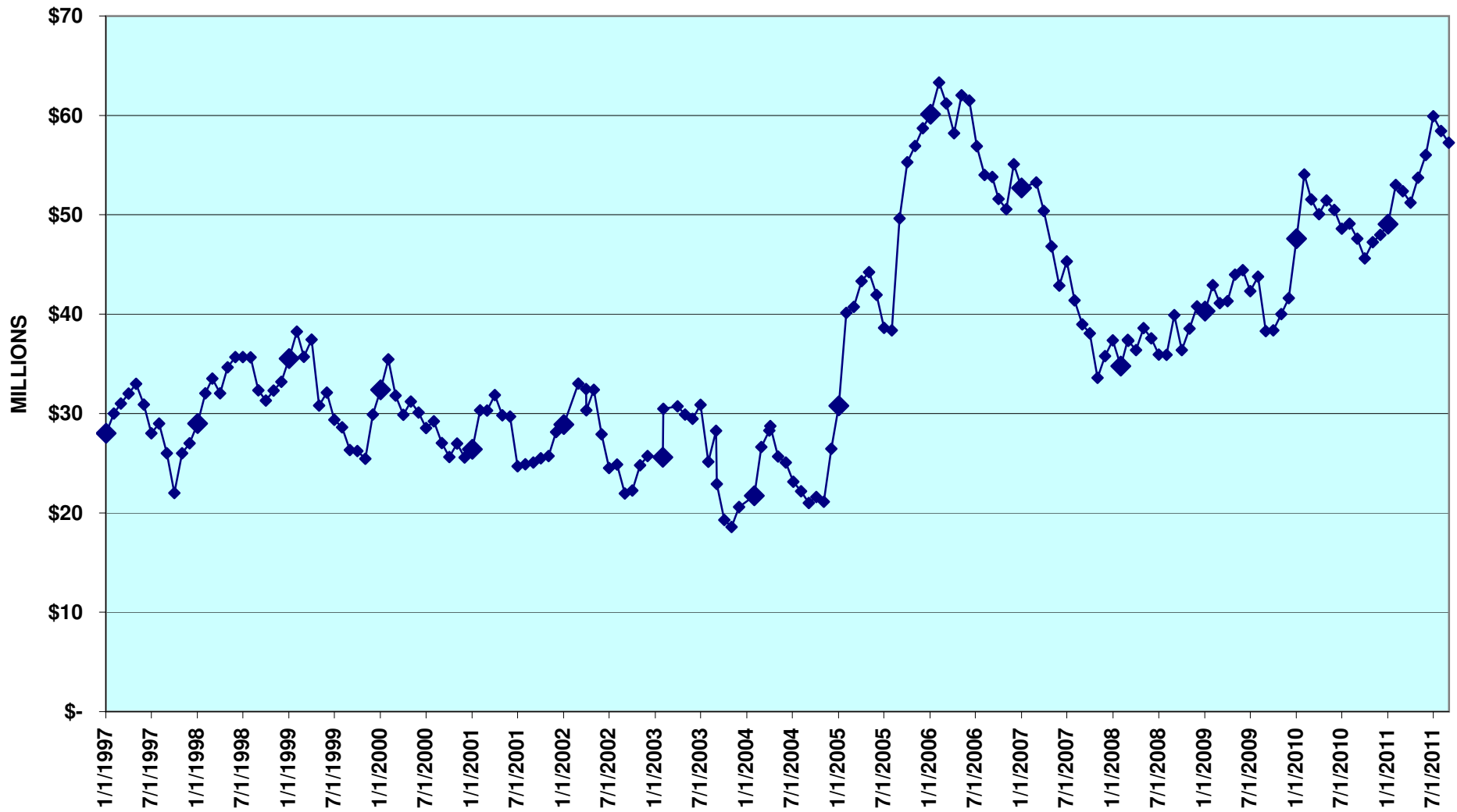
EVANGELICAL LUTHERAN CHURCH IN AMERICA
Statement of Financial Position
Endowment Funds

	<u>September 2011</u>	<u>September 2010</u>
ASSETS		
Cash and Cash Equivalents	1,135,179	685,379
Investments	370,502,056	368,729,722
Beneficial Interest in Outside Trusts	15,435,526	14,301,929
Prepaid Expenses and Other Assets	<u>3,648,398</u>	<u>3,499,810</u>
TOTAL ASSETS	<u><u>390,721,159</u></u>	<u><u>387,216,840</u></u>
LIABILITIES		
Accounts Payable	187,452	131,867
Due to Affiliates	1,752,254	797,349
Deferred Revenue	232,015	217,591
Funds Held for Others in Perpetuity	43,370,724	42,499,476
Funds Held For Others	<u>149,686,949</u>	<u>146,704,968</u>
Total Liabilities	<u>195,229,394</u>	<u>190,351,251</u>
NET ASSETS		
Unrestricted	6,848,275	12,726,117
Temporarily Restricted	51,041,729	51,773,867
Permanently Restricted	<u>137,601,761</u>	<u>132,365,605</u>
Total Net Assets	<u>195,491,765</u>	<u>196,865,589</u>
TOTAL LIABILITIES AND NET ASSETS	<u><u>390,721,159</u></u>	<u><u>387,216,840</u></u>

EVANGELICAL LUTHERAN CHURCH IN AMERICA
Statement of Financial Position
Deferred Gift Funds

	September 2011	September 2010
ASSETS		
Cash and Cash Equivalents	7,052,566	5,351,232
Cash and Securities Held as Collateral for Securities Loaned	10,878,382	30,406,783
Payables Under Securities Loan Agreements	(10,878,382)	(30,406,783)
Investments	162,198,417	174,437,090
Accounts Receivable	4,642	166,232
Notes Receivable	1,114,822	1,131,550
Due from Affiliates	336,356	-
Prepaid Expenses and Other Assets	-	12,284
Interest Receivable	830,798	1,024,260
Beneficial Interest in Perpetual Trusts	1,217,595	1,244,769
Property, Plant & Equipment	254,764	130,080
Reinsurance Contracts	1,182,071	1,235,943
	174,192,031	184,733,440
LIABILITIES		
Accounts Payable	556,199	143,027
Due to Affiliates	-	412,084
Other Liabilities	160	9,666
Deferred Revenue	1,142,669	1,235,222
Annuities Payable	99,784,828	105,101,337
Funds Held for Others	49,822,649	46,796,188
Total Liabilities	151,306,505	153,697,524
NET ASSETS		
Unrestricted	863,009	820,058
Temporarily Restricted	8,399,374	16,736,214
Permanently Restricted	13,623,143	13,479,644
Total Net Assets	22,885,526	31,035,916
TOTAL LIABILITIES AND NET ASSETS	174,192,031	184,733,440

Cash and Short Term Investments 1997-2011



This page left intentionally blank

ELCA Capital Projects
September 30, 2011

<i>Type</i>	<i>PROJECT DESCRIPTION</i>	<i>JOB KEY</i>	<i>Original Budget</i>	<i>Projects Approved</i>	<i>Expenses YTD</i>	<i>Project Balance</i>	<i>Percent Expensed</i>	<i>Unallocated Category Budget</i>
Computer Software and Systems (Non PC) 001		Annual Budget	\$100,000					100,000
	Vulnerability and Malware Detection	01-11001-001		27,475	19,231	8,244	70.00%	72,525
	MIF test Lab Storage (Paid for by MIF)	01-11008-001		\$0				
Unit Cubicle Configurations 002		Annual Budget	-					-
Equipment Purchases 003		Annual Budget	-					-
Building/Complex Maintenance 004		Annual Budget	400,000					400,000
	Garage cleaning and repair	01-11003-004		208,744				191,256
	Garage eastside entrance concrete repair	01-11004-004		23,107	23,107	-		168,149
	Keycard Access System	01-11006-004		125,095	34,665			43,054
	Garage Sidewalk and Lighting	01-11007-004		26,710				16,344
Tenant Lease Allowances 005		Annual Budget	1,000,000					1,000,000
	NBOME Buildout	01-11002-005		442,625	293,792	148,833	66.37%	557,375
	Place low-voltage cable into conduit	01-11005-005		27,500				529,875
	Seabury-Western	01-11009-005		318,350	1,417	316,933	0.45%	211,525
New Building Purchases 006		Annual Budget	-					-
Contingency		Annual Budget	-					-
Total Available			\$1,500,000	\$1,199,606	\$372,212	\$474,010	31.03%	300,394

Previously Approved Projects Not Yet Completed		Original Amount	Unspent Balance	Expenses 2011	Project Balance	Percent Expensed
Conference Room Audio/Visual	01-09006-004	47,695	11,905	8,345	3,560	92.54%
Variable Frequency Drives	01-10007-004	57,915	57,915	47,373	10,542	81.80%
Computer Room HVAC Replacement	01-10011-004	273,165	49,430	31,859	17,571	93.57%
Lutheran Center Roof	01-10015-004	750,000	750,000	432,512	317,488	57.67%
Communications/Collaboration Suite Upgrade	01-10001-001	216,770	39,757	13,202	26,554	87.75%
IT Service Management System	01-10004-001	79,500	5,200	-	5,200	93.46%
"Living Lutheran" Online Member Destination	01-10006-001	59,500	5,000	-	5,000	91.60%
Deferred Gift System	01-10012-001	43,000	39,600	22,037	17,563	59.16%
Commvault License Conversion	01-10016-001	49,500	4,227	-	4,227	91.46%
ECIS Phase II	01-10017-001	495,000	377,965	305,591	72,374	85.38%
HRIS System and Migration	01-10018-001	109,000	34,520	28,172	6,348	94.18%
LDR.org re-development	01-10019-001	18,000	12,000	6,000	6,000	66.67%
Data Network Update	01-10021-001	244,775	204,554	203,368	1,186	99.52%
IFAS Contract Management Module	01-10023-001	22,000	22,000	17,961	4,039	81.64%
MIF Funded-BOP Disaster Recovery Equip	01-10024-001	90,000	90,000	-	90,000	0.00%
Total Previous Year Projects		<u>2,555,820</u>	<u>1,704,073</u>	<u>1,116,420</u>	<u>587,653</u>	
Total 2011 Expenses				<u>1,488,632</u>		

**Evangelical Lutheran Church in America
2012 Income Proposal**

	2011	2012		
	Current Estimate	CWA Approved Budget	Revisions	Revised Estimate
CURRENT FUNDS				
UNRESTRICTED				
Mission Support	\$ 48,000,000	\$ 47,000,000	\$ 1,000,000	\$ 48,000,000
Vision for Mission	1,300,000	1,400,000		1,400,000
Investment Income	600,000	600,000	1,250,835	1,850,835
Bequests & Trusts	1,100,000	1,100,000		1,100,000
Endowment	748,000	722,150	(6,020)	716,130
Rent	1,000,000	1,100,000	218,785	1,318,785
Other	339,500	350,000		350,000
Total Unrestricted	\$53,087,500	\$52,272,150	\$ 2,463,600	\$ 54,735,750
TEMPORARILY RESTRICTED				
Missionary Support	3,700,000	3,700,000		3,700,000
Bequests and Trusts	1,400,000	1,400,000		1,400,000
Endowment	1,627,000	1,570,750	(33,500)	1,537,250
Unit Designated	300,000	350,000	(50,000)	300,000
Mission Investment Fund	1,500,000	1,500,000		1,500,000
Grants	1,000,000	1,000,000		1,000,000
Total Restricted	\$9,527,000	\$9,520,750	(83,500)	9,437,250
Total Current Funds	\$62,614,500	\$61,792,900	\$ 2,380,100	\$ 64,173,000
WORLD HUNGER				
Gifts:				
Through Synods	\$ 9,050,000	\$ 9,050,000		9,050,000
Through Direct Giving	8,275,000	8,275,000		8,275,000
Endowment	575,000	575,000		575,000
Bequests and Misc.	600,000	600,000		600,000
Total World Hunger	\$18,500,000	\$18,500,000	0	18,500,000
TOTAL INCOME	\$81,114,500	\$80,292,900	\$ 2,380,100	\$ 82,673,000

Evangelical Lutheran Church in America
2012 Expense Proposal Revised
(with 2011 Comparison)

	<u>2011</u>			<u>2012</u>				
	<i>Current</i>	<i>World</i>	<i>Total</i>	<u>Current Fund</u>			<u>World</u>	<u>Total</u>
	<i>Funds</i>	<i>Hunger</i>		<u>CWA</u>	<u>Revisions (a)</u>	<u>Revised Spending</u>	<u>Hunger</u>	
Congregational and Synodical Mission	\$26,765,250	\$ 2,987,175	\$ 29,752,425	\$25,215,080	\$238,520	\$25,453,600	\$2,830,715	\$28,284,315
Global Mission	12,325,000	13,418,200	25,743,200	11,925,000	200,310	12,125,310	13,038,445	25,163,755
Mission Advancement	4,377,600	2,594,625	6,972,225	4,377,600	905,095	5,282,695	2,630,840	7,913,535
Office of the Presiding Bishop	4,742,000		4,742,000	4,825,700	448,290	5,273,990		5,273,990
Office of the Secretary	3,788,500		3,788,500	3,788,500	71,160	3,859,660		3,859,660
Office of the Treasurer	5,862,250		5,862,250	5,896,435	269,790	6,166,225		6,166,225
General Treasury	151,200		151,200	1,141,750	(990,550)	151,200		151,200
Retiree Minimum Health Obligation	2,500,000		2,500,000	2,500,000		2,500,000		2,500,000
Depreciation	2,037,900		2,037,900	2,037,900	304,235	2,342,135		2,342,135
Strategic Initiative Fund	64,800		64,800	84,935	933,250	1,018,185		1,018,185
Total	\$62,614,500	\$19,000,000	\$81,614,500	\$61,792,900	\$2,380,100	\$64,173,000	\$18,500,000	\$82,673,000

(a) Distribution of staff compensation increases as approved at April 2011 CC meeting; missionary compensation increases; depreciation requirements; and, strategic initiatives as we continue to live into the new design.

**Summary of Church Council Designated Funds
 1999 - 2009 (1)
 September 30, 2011**

Designation	Year	Amount	Expended	Balance
Second Mile Ministry Fund	1999	\$ 12,000,000	\$ 11,985,482	\$ 14,518
Culture-Specific Resources	2001	400,000	158,027	241,973
Leadership Development Initiative	2005	2,587,622	2,413,992	173,630
Total		<u><u>\$ 14,987,622</u></u>	<u><u>\$ 14,557,501</u></u>	<u><u>\$ 430,121</u></u>

(1) Does not include Church Council Designated Funds Functioning as Endowment.

Church Council Designated Fund Report for:
Year Designated by Church Council:
Estimated Period of Designation:
Reporting Date:

SECOND MILE MINISTRY FUNDS
1999
1999 - 2012
September 30, 2011

Activity	Allocation	Expended	Balance
Ministry Among People in Poverty			
Evangelical Outreach and Congregational Missioi	\$900,000	\$900,000	\$0
Global Mission	900,000	900,000	-
Church in Society	1,200,000	1,200,000	-
Sub-Total	<u>\$3,000,000</u>	<u>\$3,000,000</u>	<u>\$0</u>
Supporting Ministry That Needs Special Attention			
Special Needs Retirement Fd Functioning as Enc	500,000	500,000	-
In the City for Good Funds Function as Endow	600,000	600,000	-
Leadership Development	500,000	500,000	-
Anti-Racism projects with Ecumenical Partners	300,000	285,482	14,518
World Hunger Appeal Anniversary	100,000	100,000	-
Identity Project	2,000,000	2,000,000	-
Sub-Total	<u>\$4,000,000</u>	<u>\$3,985,482</u>	<u>\$14,518</u>
Total Expense to Operating/Designated Fund	<u>\$7,000,000</u>	<u>\$6,985,482</u>	<u>\$14,518</u>
Lutheran Center Mortgage Relief	<u>\$5,000,000</u>	<u>\$5,000,000</u>	<u>\$0</u>
Grand Total	<u><u>\$12,000,000</u></u>	<u><u>\$11,985,482</u></u>	<u><u>\$14,518</u></u>

Church Council Designated Fund Report for:
Year Designated by Church Council:
Estimated Period of Designation:
Reporting Date:

CULTURE-SPECIFIC RESOURCE DEVELOPMENT
2001
On-going
September 30, 2011

<u>Activity Name</u>	<u>Time Line</u>	<u>Budget</u>	<u>Inception - To Date</u>	<u>Balance</u>
Chinese / Mandarin Worship Resource	2001-2011	\$130,800	\$58,460	\$72,340
Pan Asian Songbook	2012	\$10,000	\$2,397	\$7,603
Alaska Native Worship Resource	2001-2011	\$67,860	\$28,808	\$39,052
Multicultural Catalog	Completed	\$27,018	\$27,018	(\$0)
Asian / Evangelism Language Resources	Completed	\$9,510	\$9,510	(\$0)
Spanish Interpretation Statement	Completed	\$18,638	\$18,638	(\$0)
Abundant Harvest	2010-2012	\$30,000	\$6,750	\$23,250
Proclaiming His Story	2010-2012	\$20,000	\$4,446	\$15,554
First Communion(English/Spanish)	new	\$26,000		\$26,000
Planned Projects		\$339,826	\$156,027	\$183,799
Unallocated to date:		\$60,174		\$60,174
Total Church Council Funds		<u>\$400,000</u>	<u>\$156,027</u>	<u>\$243,973</u>

This page left intentionally blank

Church Council Designated Fund Report for: LEADERSHIP DEVELOPMENT INITIATIVE
Year Designated by Church Council: 2005
Estimated Period of Designation: 2005 - 2012
Reporting Date: September 30, 2011

<u>Expense Type</u>	<u>Budget</u>	<u>Inception-To-Date</u>	<u>Balance</u>
Leadership Development			
Grants - other	\$0	\$6,000	(\$6,000)
Salaries and Benefits	463,422	405,997	57,425
Travel	19,800	26,339	(6,539)
Contracts	16,500	1,500	15,000
Accommodations	16,500	1,245	15,255
Event Travel	13,200	1,142	12,058
Meals	3,800	3,211	589
Speakers	2,200	-	2,200
Office Expenses	(0)	4,454	(4,454)
Catering	2,200	3,386	(1,186)
<i>Multicultural Ministries:</i>			
Arab/Middle Eastern Ministries	-	30,000	(30,000)
<i>Pacific Lutheran University</i>			
Thrivent Leadership Development Initiative	-	10,000	(10,000)
Seminarian & Student debt Consultation	-	11,696	(11,696)
<i>Center for Creative Leadership</i>			
Leadership at the Peak	-	10,600	(10,600)
<i>US Congregational Life Survey</i>	-	22,052	(22,052)
Total Leadership Development	<u>\$537,622</u>	<u>\$537,622</u>	<u>(\$0)</u>

<u>Expense Type</u>	<u>Budget</u>	<u>Inception-To-Date</u>	<u>Balance</u>
Leadership Development Initiative Grants			
<i>Vocation and Education:</i>			
Next Generation of PhDs	\$150,000	\$150,000	\$0
Making the Connections	400,000	400,000	\$0
Lutheran Center at Atlanta	133,000	133,000	\$0
Developing Leaders	100,000	100,000	\$0
Candidacy Committee Training	10,000	820	\$9,180
Developing Mission Leaders (25%)	789	789	\$0
Missiologists/Leadership Consultation	4,844	4,844	\$0
<i>Multicultural Ministries:</i>			
Come, See, Discover	108,000	99,836	\$8,164
African Descent Horizon	105,000	105,000	\$0
Asian Leadership Development	60,000	60,000	\$0
American Indian/AK Native Community Center	15,000	15,000	\$0
Asian American Young Adult Network	10,000	9,885	\$115
Leaders of Color Gathering	25,000	25,000	\$0
American Indian/AK Native Youth Gathering	32,000	32,000	\$0
American Indian/AK Native Leadership	30,000	30,000	\$0
<i>Evangelical Outreach and Congregational Mission:</i>			
Emerging Leaders Network	63,000	33,068	\$29,932
Evangelical Horizon Internships	100,000	100,000	\$0
Congregational Latino/Hispanic	300,000	173,761	\$126,239
Coaching Trainers Network	15,000	15,000	\$0
<i>Church in Society:</i>			
A Call to Public Justice	100,000	100,000	\$0
<i>Global Mission:</i>			

Church Council Designated Fund Report for:	LEADERSHIP DEVELOPMENT INITIATIVE
Year Designated by Church Council:	2005
Estimated Period of Designation:	2005 - 2012
Reporting Date:	September 30, 2011

Young Adult Program	100,000	100,000	\$0
<i>Gettysburg Seminary:</i>			
Intersections Institute	26,000	26,000	\$0
<i>Metropolitan New York Synod:</i>			
Urban Leaders Institute	20,000	20,000	\$0
<i>Region 1:</i>			
American Indian/Alaska Native Ministry	20,000	20,000	\$0
<i>Lutheran School of Theology-Chicago</i>			
Leadership Development Grant	7,000	7,000	\$0
<i>Non-Staff Travel</i>			
Transforming Leaders Event ('07)	6,115	6,115	\$0
Leadership Grant Strategy Committee Meeting ('0	1,862	1,862	\$0
<i>Lighthouse Partnership</i>			
Support for Developing Leaders	9,500	9,500	\$0
<i>Alaska Synod-ELCA</i>			
Multicultural Leadership Development Grant	20,000	20,000	\$0
<i>Lutheran Church of the Redeemer</i>			
Transforming Leaders Initiative	60,000	60,000	\$0
<i>Pacific Lutheran Theological Seminary</i>			
Support for TEEM Students	15,000	15,000	\$0
<i>Center for creative Leadership</i>			
Leadership at the Peak	1,365	1,365	\$0
<i>US Congregational Life Survey</i>	1,525	1,525	\$0
	<u>\$2,050,000</u>	<u>\$1,876,370</u>	<u>\$173,630</u>
Total Available	<u>\$2,587,622</u>	<u>\$2,413,992</u>	<u>\$173,630</u>

Report of the Director for Mission Support Submitted by Pr. A. Craig Settlage

2011 Mission Support

In my report to the October 2011 meeting of the Conference of Bishops I thanked them for the continued strong partnership with synod leaders in lifting up the importance of mission support for the work of synods and the churchwide organization. In 2011, 43 synods maintained the percentage of sharing with the churchwide organization, 14 synods increased the percentage, and 8 synods decreased the percentage. In 2012, 20 synods indicate their intent to increase the percentage, with 4 synods indicating a decrease. The loss of members and congregations, and the continued economic environment, means that maintaining or increasing the percentage of sharing has meant a significant challenge. That a majority of synods are either maintaining the percentage of sharing or increasing the sharing is testimony to the interdependence of congregations, synods and the churchwide organization in providing the funding needed for our shared ministries.

Synodical-Churchwide Mission Support Consultations

Synodical-Churchwide mission support consultations remain a central component of mission funding in this church. The Blue Ribbon Report on Mission Funding stated that “mission support is the foundation supporting churchwide and synodical mission and ministry,” and recognized “the necessity of consulting between congregations and synods and between synods and the churchwide organization before making decisions about changes in mission support sharing...” In 2011 there will have been mission support consultations with 27 synods, and two regional gatherings. I hope that these consultations provide an opportunity for synod leaders to hear of the shared mission and ministries of the ELCA and to discuss the partnership between the synod and churchwide organization. The directors for evangelical mission (DEM) have been invited to participate in these consultations and provide an update on mission support planning within the synod.

Regular Giving, Mission Support, Other Benevolence and Percentage of Giving

Attached to this report is a graph that provides a ten-year picture of regular (congregational) giving, with the dollar amount and percentage of that giving for mission support and other benevolence (designated giving), in the ELCA. It is a sobering reminder of the challenges facing us as a church in providing mission support for churchwide ministries. 2010 was the first year that the churchwide portion of mission support fell below 50 percent, a reality that impacted further on the decrease in mission support funding for churchwide ministries.

Encouraging News

In the month of August 2011, 41 synods showed an increase over this same period in 2010, while 23 showed a decrease. Year-to-date for the first seven months of this fiscal year, 19 synods report an increase, while 46 synods report a decrease. Churchwide mission support is down 3.57 percent as compared to 2010, while showing a positive variance to the 2011 budget.

There are four elements of our life together as the ELCA that give me hope and energy as we look to the years ahead:

The 2011 Churchwide Assembly was a time of recognizing the many stories of what we do together as the Evangelical Lutheran Church in America and voting members and staff left the assembly with a renewed sense of who we are as the ELCA. We are indeed freed in Christ to serve.

The “Living into the Future Together” report and recommendation related to mission support call for a collaborative effort to develop a proposal for “renewed, sustainable” mission funding to be brought to the 2013 Churchwide Assembly. The Mission Advancement unit will work with the Office of the Presiding Bishop, the Office of the Treasurer, and the Conference of Bishops in this effort. A report will be brought to the November 2012 meeting of the Church Council.

The directors for evangelical mission and synod stewardship staff will be an important resource to your synod and the churchwide organization in developing mission support planning in the congregations of this church, and I look forward to working with them.

The Macedonia Project now underway in 18 synods will provide renewed focus to growing mission support in congregations. Plans are underway to increase the number of synods in this project, and you will be hearing more about that from the Congregational and Synodical Mission unit.

I look forward to these and other initiatives to sustain and increase the capacity of the ELCA to carry out God’s mission, and will work to strengthen the relationship between the churchwide organization and the synods of this church.

2012 Synod Mission Support Plans and 2011 Revised Synod Mission Support Plans
With 2010 Actual

SYNOD NAME	#	2010		2011		2012	
		ACTUAL	MS %	SYNOD PLANS		SYNOD PLANS	
				AMOUNT	MS %	AMOUNT	MS %
ALASKA	1A	163,080	39.00%	167,283	39.50%	178,000	40.00%
N.W. WASH	1B	602,267	45.50%	611,713	45.50%	637,000	45.50%
S.W. WASH	1C	347,497	38.50%	356,070	39.00%	359,450	39.50%
E.WASH/ID	1D	236,844	30.00%	240,250	31.00%	265,650	33.00%
OREGON	1E	385,750	42.00%	436,900	42.50%	355,875	36.50%
MONTANA	1F	368,598	39.50%	369,325	39.50%	382,000	40.00%
SIERRA-PACIFIC	2A	891,951	51.50%	901,250	51.50%	910,000	52.00%
SW CALIFORNIA	2B	529,878	49.00%	514,165	49.00%	526,750	49.00%
PACIFICA	2C	765,311	52.00%	752,250	51.00%	765,000	51.00%
GRAND CANYON	2D	901,857	50.00%	875,000	50.00%	875,000	50.00%
ROCKY MTN	2E	1,262,965	50.00%	1,258,750	50.00%	1,258,750	50.00%
W. NO.DAK	3A	379,950	42.50%	384,420	43.00%	393,240	43.50%
E. NO.DAK	3B	407,064	40.00%	420,000	40.00%	428,000	40.00%
SO. DAK.	3C	692,431	43.00%	723,822	44.00%	762,480	45.00%
NW. MINN.	3D	628,582	51.00%	653,106	51.00%	655,350	51.00%
NE. MINN.	3E	594,952	49.00%	588,000	49.00%	611,520	49.00%
SW. MINN.	3F	1,075,108	52.50%	1,054,029	52.50%	1,064,569	52.50%
MINPLS. AREA	3G	1,790,191	55.00%	1,870,000	55.00%	1,870,000	55.00%
ST PAUL (M)	3H	1,024,721	50.00%	1,050,000	50.00%	1,050,000	50.00%
SE. MINN.	3I	991,427	52.50%	994,875	52.50%	1,024,721	52.50%
NEBRASKA	4A	2,013,879	57.00%	1,995,000	57.00%	1,995,000	57.00%
CENTRAL STATES	4B	950,714	51.00%	912,567	50.00%	922,567	50.00%
ARK/OK	4C	224,010	40.20%	207,360	40.50%	220,170	41.00%
N.TEX/N.LOU	4D	579,102	47.00%	568,700	47.00%	590,348	47.50%
S.W.TEXAS	4E	763,323	50.00%	800,000	50.00%	792,000	50.00%
GULF COAST	4F	678,177	50.00%	737,000	50.00%	667,500	50.00%
METRO CHGO	5A	1,762,476	55.00%	1,730,431	54.00%	1,732,358	53.00%
NO. ILL	5B	1,281,869	55.00%	1,296,159	55.00%	1,315,600	55.00%
CEN.SO. ILL	5C	862,538	56.00%	817,600	56.00%	823,200	56.00%
SE IOWA	5D	1,415,853	53.50%	1,597,809	53.50%	1,597,809	53.50%
WEST IOWA	5E	329,234	35.10%	344,033	36.10%	357,210	37.10%
NE IOWA	5F	597,813	42.50%	570,000	40.00%	570,000	40.00%
N GRT LKES	5G	441,259	50.00%	410,000	50.00%	425,000	50.00%
NW.SYN (W)	5H	748,382	55.00%	770,000	55.00%	792,000	55.00%
EC WISC	5I	874,508	55.00%	907,500	55.00%	907,500	55.00%
GRTR MILWKEE	5J	1,351,367	60.10%	1,237,500	55.00%	1,237,500	55.00%
SO.-CENT (W)	5K	796,253	55.00%	893,200	55.00%	839,731	55.00%
LACROSSE (W)	5L	425,130	55.00%	461,944	55.00%	490,754	55.00%
SE. MICH	6A	557,360	45.00%	559,000	43.00%	546,000	42.00%
N/W LOWER MICH	6B	748,816	50.00%	700,000	50.00%	718,400	50.00%
IND/KY	6C	1,030,028	51.50%	978,500	51.50%	1,092,000	52.00%
NW OHIO	6D	1,000,513	51.00%	1,010,820	51.00%	1,021,785	51.00%
NE OHIO	6E	870,902	49.00%	869,750	49.00%	857,500	49.00%
S. OHIO	6F	753,594	40.00%	754,290	39.27%	740,000	40.00%
NEW JERSEY	7A	1,087,023	50.00%	1,180,000	50.00%	1,100,000	50.00%
NEW ENGLAND	7B	1,081,086	54.00%	1,078,896	54.00%	1,123,691	54.20%
METRO NY	7C	546,335	48.00%	606,250	48.50%	612,500	49.00%
UPSTATE NY	7D	627,751	47.10%	634,840	47.20%	519,239	40.00%

**2012 Synod Mission Support Plans and 2011 Revised Synod Mission Support Plans
With 2010 Actual**

SYNOD NAME	#	2010		2011		2012	
		ACTUAL	MS %	SYNOD PLANS		SYNOD PLANS	
				AMOUNT	MS %	AMOUNT	MS %
NE PENN	7E	1,384,677	52.00%	1,431,000	53.00%	1,378,000	53.00%
SE PENN	7F	1,253,383	53.50%	1,246,550	53.50%	1,230,500	53.50%
SLOVAK ZION	7G	24,591	30.00%	33,600	30.00%	21,000	30.00%
NW PENN	8A	436,041	50.00%	438,000	50.00%	418,473	50.00%
SW PENN	8B	1,018,795	55.00%	987,500	50.00%	800,000	50.00%
ALLEGHENY	8C	394,474	50.00%	450,000	50.00%	405,000	50.00%
LOW SUSQ	8D	1,502,495	46.00%	1,368,500	46.00%	1,627,500	46.50%
UPP SUSQ	8E	536,659	50.00%	516,619	50.00%	525,000	50.00%
DEL-MRYLND	8F	1,139,880	53.00%	1,113,000	53.00%	1,150,250	53.50%
METRO DC	8G	999,108	55.00%	1,000,000	50.00%	1,000,000	50.00%
W. VA/W.MYLD	8H	256,420	45.00%	255,683	45.00%	229,500	45.00%
VIRGINIA	9A	658,965	35.10%	640,617	37.34%	732,411	38.00%
NO. CAROLINA	9B	1,262,714	39.26%	1,219,750	42.06%	1,123,423	39.00%
SO. CAROLINA	9C	1,268,389	45.00%	1,127,500	41.00%	1,224,250	41.50%
SOUTHEASTERN	9D	1,086,077	50.00%	1,050,000	50.00%	1,076,250	50.00%
FLORIDA-BAHAMAS	9E	949,728	51.13%	908,696	44.00%	966,000	46.00%
CARIBBEAN	9F	33,799	12.37%	30,000	12.79%	40,000	17.22%
TOTAL REMITTANCES		\$52,645,915	49.39%	\$52,667,372	49.11%	\$52,928,274	49.07%

REPORT OF THE AUDIT COMMITTEE

At the June 1, 2011 meeting, management presented a preliminary draft of the financial statements of the Evangelical Lutheran Church in America for the year ended January 31, 2011. It was noted that the preliminary draft included an unqualified opinion from Crowe Horwath that the financial statements present fairly the financial position of the Evangelical Lutheran Church in America as of January 31, 2011, and the changes in its net assets and its cash flows for the year then ended were in conformity with generally accepted accounting principles. In addition, the committee reviewed and discussed the Crowe Horwath SAS 114 Report to the Audit Committee with the external auditors, including, but not limited to, any changes required in the original audit plan or any serious difficulties or disputes with management during the course of the audit. In this letter Crowe Horwath indicated that there were no such changes required or serious difficulties or disputes encountered.

The committee also:

- Reviewed the items presented verbally to management in lieu of a formal management letter, since the items were not significant enough to warrant a formal letter;
- Received and reviewed the internal auditor's report outlining audits executed, issues raised and management's responses;
- Reviewed and confirmed the independence of the external auditors by monitoring fees paid for consulting or other non-audit services and reviewing any relationships that may impact the objectivity or independence of the auditor;
- Met with the internal auditor to discuss any fraud or "whistle blower" complaints, of which none have been reported; and
- Executed all the other duties and responsibilities as outlined in, and in compliance with its Charter. No exceptions were noted.

Upon completion of a review of the documents provided, the committee voted to receive and approve the financial statements for the year ended January 31, 2011 and to receive the report of the director for internal audit.

This page left intentionally blank

ELCA AUDIT COMMITTEE CHARTER

Purpose

The primary purpose of the Evangelical Lutheran Church in America (ELCA) Audit Committee is to assist the Budget and Finance Committee of the Church Council in fulfilling its general oversight of the churchwide organization's accounting and financial reporting, internal control systems and audit functions.

Authority

Subject to the approval of the ELCA Budget and Finance Committee, the Audit Committee shall have the authority to retain special legal, accounting or other consultants to advise the committee. The Audit Committee shall have the authority to request any officer or employee of the churchwide organization, its outside counsel or independent auditor to attend a meeting of the committee, or to meet with members of the committee.

Responsibility

Church management is responsible for preparing financial statements in accordance with GAAP, maintaining a system of internal controls and complying with appropriate laws and regulations. The director of internal audit is responsible for evaluating the adequacy and effectiveness of the system of internal controls. The independent auditor is responsible for performing an independent audit as a basis for providing an opinion that the Church's financial statements are fairly presented in accordance with GAAP.

The Audit Committee is responsible for reviewing significant accounting and reporting issues and judgments made in connection with the preparation of the financial statements, including analyses of the effects of alternative GAAP methods on the financial statements.

The Board of Pensions, Augsburg Fortress Publishers, the Mission Investment Fund (MIF) and the Women of the ELCA (W/ELCA) are separately incorporated units and, as such, have independent financial statement audits. The ELCA Audit Committee has no responsibilities with respect to the Board of Pensions, Augsburg Fortress Publishers, the MIF or W/ELCA.

Membership

The Audit Committee shall consist of six members. A minimum of two members should be Church Council Budget and Finance Committee members. Members of the committee shall be appointed by the Budget and Finance Committee and forwarded to the Church Council for approval. Budget and Finance Committee members should be appointed for a 2-year term with the possibility of reappointment up to their Church Council term. Non-Church Council members should be appointed for a 2-year term, renewable for 2 additional terms. Terms need to be staggered in recognition of the need for continuity of committee membership from year to year.

The chair of the committee shall be a member of the Budget and Finance Committee and shall be appointed by the chair of the Budget and Finance Committee. Members of the committee will have no relationship to the church that may interfere with the exercise of the member's independence and must be financially literate. At least one member shall have accounting or related financial management experience.

In order to provide for an effective committee, attendance at the Audit Committee meeting is required of all members. Upon two successive absences that have not been approved by the committee, the member's position shall be declared vacant by the chair.

Meetings

The Audit Committee will meet at least two times per year or more frequently as circumstances require. Meeting agendas will be cleared by the committee chair in advance of the meeting. Minutes will be prepared by one of the churchwide staff, approved by the committee and maintained in the permanent records of the church.

Duties and Responsibilities

The Audit Committee shall have the following duties and responsibilities with respect to:

Financial Statements

Inquire of the independent auditors and churchwide organization management as to the acceptability and appropriateness of financial accounting practices and disclosures used or proposed.

Review the church's audited financial statements and related footnote disclosures and consider whether they are complete and consistent based on information known to committee members.

Discuss with the independent auditors, the effect of regulatory and accounting initiatives on the ELCA's financial statements.

Review with the independent auditors any matters related to the conduct of the audit which are required to be communicated to the committee under generally accepted auditing standards, including, but not limited to, any significant changes required in the original audit plan or any serious difficulties or disputes with management during the course of the audit.

External Audit

Recommend to the Budget and Finance Committee the engagement, retention or discharge of the independent auditors and consider the appropriateness of rotating independent auditors on a regular basis.

Evaluate the performance of the independent auditors.

Review and approve the independent auditors' audit fees and the proposed audit plan.

Review and confirm the independence of the external auditors by monitoring fees paid to the auditor for consulting or other non-audit services and reviewing any relationships that may impact the objectivity or independence of the auditor.

Internal Audit

Review and approve the appointment or dismissal of the director of internal audit in consultation with the Executive for Administration.

Review with the director of internal audit the charter, staffing and organizational structure of the internal audit function.

Review the effectiveness of the internal audit function by obtaining assurance there are no restriction that would limit the director of internal audit's ability to carry out his audit responsibilities.

Review and approve the annual internal audit plan and schedule based on a mutually acceptable risk assessment. As part of this responsibility, review the fraud risk assessment with management and internal audit, providing guidance and input as appropriate.

Internal Control

Review any internal control comments and recommendations in the independent auditor's management letter that are classified as material weaknesses or reportable conditions as well as management's response to these comments and recommendations.

Review internal audit's report to the committee, including significant comments and recommendations to management and management's responses to these comments and recommendations.

Review, on an annual basis, the code of ethics policy.

Communication and Reporting

Meet, in separate executive sessions, as necessary, with the independent auditor, the director of internal audit or churchwide staff to discuss any matters that the Audit Committee believes should be discussed privately.

Provide for an open avenue of communications between the independent auditor or director of internal audit and the committee chair.

Review and assess the adequacy of this Charter annually and submit proposed changes to the Budget and Finance Committee for their review and submission to the Church Council for approval.

Report the committee's performance of the duties and responsibilities defined in this charter, including any recommendations the Committee deems appropriate, to the Budget and Finance Committee of the Church Council.

The effective date of this Charter is November 8, 2002.

Revised: November 8, 2007

Last Reviewed by Audit Committee: November 14, 2008

Revised November 12, 2011

ELCA Board Development Committee Charter

Organization and Purposes

The organization and purposes of the Board Development Committee are described in ELCA continuing resolution 14.41.F07:

A Board Development Committee—composed of six members, at least one of whom shall be a member of the Executive Committee—shall be appointed by the Executive Committee of the Church Council for two-year, renewable terms to assist the presiding bishop and the Church Council in developing and implementing efforts to help members of the Church Council to demonstrate a comprehensive understanding of the council's role and fiduciary responsibility as the board of directors of the Evangelical Lutheran Church in America. The executive for administration shall relate to this committee, with staff services provided by the Office of the Presiding Bishop.

Members appointed to the Board Development Committee shall be eligible for service on other committees of the Church.

In fulfilling its purposes, the Board Development Committee also shall facilitate the implementation of the Plan for Mission, including the following strategic directions of the churchwide organization:

- Support congregations in their call to be faithful, welcoming, and generous, sharing the mind of Christ.
- Assist members, congregations, synods, and institutions, and agencies of this church to grow in evangelical outreach.
- Step forward as a public church that witnesses boldly to God's love for all that God has created.
- Deepen and expand our global, ecumenical, and interfaith relationships for the sake of God's mission.
- Assist this church to bring forth and support faithful, wise, and courageous leaders whose vocations serve God's mission in a pluralistic world.

Responsibilities

A. The responsibilities of the Board Development Committee include:

1. Provide materials and venues that nurture and grow the members of the Church Council of the Evangelical Lutheran Church to be faithful, wise and courageous leaders on the Church Council, within synods and congregations, and throughout the larger church.
 - a. Identify and propose “primers” to be presented to the Church Council at the regularly scheduled council meetings. Primers are understood to be short, informative presentations about various works and programs of the larger church or related to the Church Council's role as the ELCA's board of directors.
 - b. Coordinate the planning and implementation of themes and agendas for periodic Church Council retreats.
2. Connect directly with newly elected members of the Church Council and provide opportunity for appropriate closure of retiring members of the Church Council.
 - a. Prepare and continuously update the “Church Council Orientation Manual” and ensure its distribution to new members.
 - b. Coordinate and assist with new member orientation programs.
 - c. Assign mentors to each newly elected member of the Church Council.
 - d. Propose and coordinate opportunity for debriefing of all retiring members as and when appropriate.

Deleted: the semi-annual

3. Interface with committees on anti-racism, gender, and other such committees as sanctioned by the Church Council for purposes of coordinating programs for and presentations to the Church Council.
4. Propose venues and opportunities for socialization and fellowship among Church Council members, staff and advisors for purposes of community and trust building and as recreation.
5. Develop a calendar of anticipated work and review the committee charter at the first meeting following the Churchwide Assembly.
6. Accomplish other tasks that may be assigned by the Church Council.

B. Members of the Board Development Committee are expected to prepare for meetings by reviewing the agenda, minutes, and meeting materials in advance of meetings, to participate actively in meetings, and to complete timely responsibilities assigned by the committee.

Chair

Members of the Board Development Committee shall elect a chair or co-chair at the first meeting after the Churchwide Assembly.

Meetings

The Board Development Committee will meet in conjunction with regular meetings of the Church Council. Other meetings may be held for special or emergency purposes, ordinarily by conference call, at the request of the chair or a majority of committee members. A majority of the voting membership of the committee shall constitute a quorum.

Amendment of Charter

The Board Development Committee will review this charter at the first meeting of the committee following a Churchwide Assembly. Amendments to this charter may be recommended at any time, subject to approval by the Church Council.

Evaluation

The Board Development Committee will evaluate its meetings. In addition to reviewing and evaluating its meetings, the committee will work with Research and Evaluation to develop a process for evaluating its work each biennium. These processes will include evaluation of the committee's commitment to racial and gender equity.

**ELCA Church Council
Budget and Finance Committee
CHARTER**

Organization and Purposes

The organization and purposes of the Budget and Finance Committee are described in ELCA continuing resolution 14.41.A05.:

A Budget and Finance Committee shall be composed of members of the Church Council elected by the council and the treasurer of this church as an ex officio member of the committee. This committee shall have staff services provided by the Office of the Presiding Bishop and the Office of the Treasurer. The committee shall prepare and present a comprehensive budget to the Church Council for its consideration and presentation to the Churchwide Assembly. In addition, the committee shall relate to the work of the Office of the Treasurer and the Development Services unit.

In fulfilling its purposes, the Budget and Finance Committee also shall facilitate the implementation of the Plan for Mission, including the following strategic directions of the churchwide organization:

- Support congregations in their call to be faithful, welcoming, and generous, sharing the mind of Christ.
- Assist members, congregations, synods, and institutions, and agencies of this church to grow in evangelical outreach.
- Step forward as a public church that witnesses boldly to God's love for all that God has created.
- Deepen and expand our global, ecumenical, and interfaith relationships for the sake of God's mission.
- Assist this church to bring forth and support faithful, wise, and courageous leaders whose vocations serve God's mission in a pluralistic world.

Responsibilities

A. The responsibilities of the Budget and Finance Committee include:

1. Budget oversight
 - a. Review and recommend approval of current and World Hunger income proposals.
 - b. Review revised income estimates and recommend spending authorization.
 - c. Approve annual capital expenditure budget.
 - d. Recommend action on synod mission support plans.
 - e. Provide leadership for Churchwide Assembly budget hearing and report.
2. Church Council designated funds
 - a. Review financial position of the churchwide organization and adequacy of available cash and investment reserves before considering any requests for Church Council designated funds.
 - b. Recommend action on any requests for designation of funds by the Church Council, Churchwide Assembly, or Office of the Bishop.
 - c. Review reports on all active Church Council designated funds.
 - d. Review Church Council funds functioning as endowment.

3. Audit
 - a. Recommend changes to the ELCA Audit Committee charter to the Church Council.
 - b. Approve Audit Committee nominations for recommendation to the Church Council.
 - c. Receive and forward the report of the Audit Committee.
 4. Cash and investments
 - a. Review and recommend approval of cash and investment policies.
 - b. Review and recommend approval of cash management policy.
 - c. Review cash balances compared to cash management policy.
 - d. Review investment performance and management as compared to policy.
 5. Receive reports
 - a. Management Services section
 - b. Information Technology section
 - c. Development Services unit
 - d. Mission support consultations and planning
 6. Calendar
 - a. Develop a calendar of anticipated work for the biennium at the first committee meeting following the Churchwide Assembly
 7. Other
 - a. Accomplish other tasks that may be assigned by the Church Council.
- B. In fulfilling its responsibilities, the Budget and Finance Committee will be supported by the following churchwide staff:
- ! Treasurer, Office of the Treasurer
 - ! Budget director, Office of the Treasurer
 - ! Controller, Office of the Treasurer
 - ! Assistant treasurer, Office of the Treasurer
 - ! Executive for Administration, Office of the Presiding Bishop
 - ! Director for Mission Support, Synodical Relations
 - ! President, ELCA Foundation and executive director, Development Services
- C. Members of the Budget and Finance Committee are expected to prepare for meetings by reviewing the agenda, minutes, and meeting materials in advance of meetings, to participate actively in meetings, and to complete timely responsibilities assigned by the committee.

Chair

Members of the Budget and Finance Committee shall elect a chair at the _____ meeting.

Meetings

The Budget and Finance Committee will meet in conjunction with regular meetings of the Church Council. Other meetings may be held for special or emergency purposes, ordinarily by conference call, at the request of the chair or a majority of committee members. A majority of the voting membership of the committee shall constitute a quorum.

Amendment of Charter

The Budget and Finance will review this charter at the first meeting of the committee following a Churchwide Assembly. Amendments to this charter may be recommended at any time, subject to approval by the Church Council.

Evaluation

The Budget and Finance Committee will evaluate its meetings. In addition to reviewing and evaluating its meetings, the committee will work with Research and Evaluation to develop a process for evaluating its work each biennium. These processes will include evaluation of the committee's commitment to racial and gender equity.

ACTION ITEMS:	BF/CC	Spring	Fall
Election of Committee chair and vice chair (Churchwide Assembly year only)	BF		X
Adoption of agenda	BF	X	X
Approval of minutes	BF	X	X
Current year spending authorization	BF/CC	X	X
Following year spending authorization	BF/CC		X
Approve biennium budget proposal (Churchwide Assembly year only)	BF/CC	X	
Approve following year capital budget	BF		X
Approval of new Church Council designated funds (as needed)	BF/CC	X	X
Approval of synod mission support plans	BF/CC	X	X
Approval of Audit Committee members (as needed)	BF/CC	X	X
Receive Audit Committee report	BF/CC		X
Approve Audit Committee charter revisions (as needed)	BF/CC		X
Approve investment policies (as needed)	BF/CC		X
Approve cash management policies (as needed)	BF/CC		X
Approve Budget and Finance Committee charter revisions (as needed)	BF/CC		X

INFORMATION ITEMS:

Financial statement review	BF/CC	X	X
Review current year capital budget expenditures	BF	X	X
Review Church Council designated funds	BF/CC	X	X
Report of director for mission support	BF/CC	X	X
Report of Development Services	BF/CC	X	X
Review Church Council funds functioning as endowment	BF/CC	X	
Report of the Treasurer	BF/CC	X	X
Report of Information Technology	BF/CC	X	X
Report of Management Services	BF/CC	X	X
Review cash balances compared to cash management policy	BF	X	X
Review investment performance to policy	BF	X	X

This charter was approved by the Church Council on _____

**Evangelical Lutheran Church in
America
Executive Committee
Charter
(approved by Church Council on November 17, 2008
[CC08.11.61])**

In accordance with the Constitution, Bylaws, and Continuing Resolutions of the Evangelical Lutheran Church in America and Church Council action CC07.04.13, this charter describes the responsibilities, composition, protocols, and meeting agendas of the Executive Committee. (Note: nothing in this charter shall be inconsistent with duties and responsibilities enumerated in the governing documents of this church. In the event of an inadvertent inconsistency, the governing documents shall prevail.)

I. Responsibilities

A. Constitutional Responsibilities

The Executive Committee is constitutionally mandated, and its composition and general responsibilities are described in bylaw 14.41.11. as follows:

The Church Council shall have an Executive Committee composed of the churchwide officers and seven members of the Church Council elected by the council. The vice president of this church shall chair the committee. The Executive Committee shall:

- a. perform those functions of the Church Council assigned to it by the Church Council;
- b. transmit resolutions from synods to the appropriate unit or units of the churchwide organization;
- c. fulfill the responsibilities of the Church Council related to nominations, with staff services for the nomination and election processes of the Church Council provided by the Office of the Secretary;
- d. provide advice and counsel for the officers;
- e. review the work of the officers and, with the absence of the salaried officers from such deliberations, set salaries of the presiding bishop, secretary, and treasurer within the ranges established by the Church Council; and
- f. demonstrate concern for the spiritual, emotional, and physical well-being of the full-time salaried officers of this church.

Other provisions of the Constitution, Bylaws, and Continuing Resolutions of the Evangelical Lutheran Church in America also prescribe responsibilities of the Executive Committee. These include the following:

- 13.22.A04. (consultation regarding appointment of ecumenical representatives)
- 13.62. (consultation in the event of death, resignation, or disability of an officer)
- 13.63. (determination if an officer is unable to serve)
- 14.21.21. (termination of a unit executive)
- 15.11.B05. (convening of the U.S.A. National Committee of the Lutheran World Federation)
- 19.41.A91. 20.21.12., 20.21.12., 20.21.17. (appointment of members of the Committee on Discipline)
- 20.52.A05. (suspension of officer in case of recall or dismissal)
- 20.81., 20.82., 20.83 (consultation and adjudication of disputes).

B. Additional Responsibilities

In addition to specifically enumerated responsibilities pursuant to the Constitution, Bylaws, and Continuing Resolutions of this church and consistent with the authority to perform duties as assigned by

the Church Council, the Executive Committee has the following additional responsibilities in the 2007-2009 biennium:

- provide for the review and evaluation of governance issues of this church
- review and make recommendations regarding committee charters
- initiate biennial one-on-one discussions regarding Church Council members' personal stewardship
- consult with the presiding bishop concerning the appointment of members of delegations to national and international inter-church entities as well as inter-Lutheran, inter-faith, and ecumenical discussions, including bilateral dialogues and conversation
- convene as the U.S.A. National Committee of the Lutheran World Federation, as necessary
- accomplish such other work as assigned by the Church Council.

C. Responsibilities of Members

Consistent with fiduciary responsibilities, members of the Executive Committee are expected to prepare for meetings by reviewing the agenda, minutes, and meeting materials in advance of meetings, to participate actively in meetings, and to complete timely responsibilities assigned by the committee. Ordinarily, the vice president will report to the Church Council on the activities of the Executive Committee.

II. Membership

In 2005, the Executive Committee recommended [EC05.11.26] and the Church Council approved [CC05.11.59] a change in the composition of the Executive Committee. Presently, the Executive Committee is composed of the following members: the four officers of this church; the chairs of the Budget and Finance Committee, the Legal and Constitutional Review Committee, the Planning and Evaluation Committee, the Program and Services Committee; and three at-large Church Council members elected in defined categories to help provide the Executive Committee with balance. The rationale for including the four committee chairs on the Executive Committee included "to facilitate its work between regular meetings by ensuring input and perspective from each of its standing committees." The Executive Committee is chaired by the vice president of the ELCA.

III. Meeting Schedule

The Executive Committee customarily meets monthly unless the chair determines that there is insufficient business to warrant calling a meeting. Other meetings of the Executive Committee may be called by the Presiding Bishop or upon the request of three Executive Committee members. In-person meetings are held in conjunction with Church Council meetings and retreats; other meetings are held via conference call, unless otherwise provided by the Executive Committee.

IV. Meeting Agenda, Format, and Protocols

Preparation of the agenda of Executive Committee meetings is the responsibility of the Presiding Bishop. Any member of the Executive Committee may place a matter on the agenda upon request as new business. The agenda and meeting materials will be provided to members of the Executive Committee before its meetings.

Meetings of the Executive Committee are open meetings in accordance with the Open Meetings policy of this church, unless otherwise noted in the agenda or voted upon by the committee. Other members of the Church Council may participate in the meetings upon request to the chair.

The following meeting format and protocols will apply to meetings of the Executive Committee and its work, unless otherwise determined by majority vote of those present and voting.

At every meeting the Executive Committee will:

- open with Scripture and prayer
- receive updates from the officers
- review and act upon agenda items for the upcoming council meeting
- receive resolutions from synods and transmit them to churchwide units, as necessary
- consider and take action on items assigned to it by the Church Council, as necessary
- follow-up on previous actions taken by the Church Council, as necessary
- discuss issues raised by council members and consider appropriate processes for response, as necessary
- provide advice and counsel to the officers.

Before each Church Council meeting, the Executive Committee will:

- approve the recipient for the offering taken at the Church Council meeting.

During each Church Council meeting, members of the Executive Committee will:

- meet informally with the officers “to demonstrate concern for the spiritual, emotional, and physical well-being.”

Annually, members of the Executive Committee who are not officers will:

- meet with the full-time salaried officers to review their work
- set salaries for the officers, within the ranges established by the Church Council, for the upcoming fiscal year.

As needed, the Executive Committee will:

- serve as the Nominations Committee for the Church Council
- select 4–6 members and their alternates from the churchwide Committee on Discipline to serve on a discipline hearing committee
- terminate jointly with the presiding bishop the employment of an executive director
- determine whether an officer is unable to serve his or her office
- temporarily suspend an officer from service without prejudice but with continuation of compensation
- give counsel, with the presiding bishop, when disputes arise within this church
- hear appeals, with the presiding bishop, when there is disagreement on a substantive issue among churchwide units or between or among synods of this church
- hear appeals, with the presiding bishop, when there is disagreement between a component or beneficiary of a churchwide unit and the unit’s board or program committee.

V. Meeting and Work Evaluations

The Executive Committee will evaluate its meetings. In addition to reviewing and evaluating its meetings, the Executive Committee will work with Research and Evaluation to develop a process for evaluating its work each biennium. Part of these processes will be evaluation of the Executive Committee’s commitment to racial and gender equity.

EVANGELICAL LUTHERAN CHURCH IN AMERICA
CHURCH COUNCIL
November 11-13, 2011
Exhibit G, Part 4
Page 4

VI. Amendment of Charter

The Executive Committee shall review this charter at the first meeting of each biennium following the Churchwide Assembly. Amendments shall be proposed for review and recommendation by the Executive Committee to the Church Council for action.

This charter was approved by the Church Council on _____

**ELCA Church Council
Legal and Constitutional Review Committee**

CHARTER

Organization and Purposes

The organization and purposes of the Legal and Constitutional Review Committee are described in ELCA continuing resolution 14.41.B05: *A Legal and Constitutional Review Committee shall be composed of members of the Church Council elected by the council, shall include the secretary of this church as an ex officio member of the committee, and shall have staff services provided by the Office of the Secretary. This committee shall provide ongoing review of legal and constitutional matters. It shall review all proposed amendments to the constitutions, bylaws, and continuing resolutions.*

In fulfilling its purposes, the Legal and Constitutional Review Committee also shall facilitate the implementation of the Plan for Mission, including the following strategic directions of the churchwide organization:

- Support congregations in their call to be faithful, welcoming, and generous, sharing the mind of Christ.
- Assist members, congregations, synods, and institutions, and agencies of this church to grow in evangelical outreach.
- Step forward as a public church that witnesses boldly to God's love for all that God has created.
- Deepen and expand our global, ecumenical, and interfaith relationships for the sake of God's mission.
- Assist this church to bring forth and support faithful, wise, and courageous leaders whose vocations serve God's mission in a pluralistic world.

Responsibilities

A. The responsibilities of the Legal and Constitutional Review Committee include:

1. Review of all proposed amendments to the constitutions, bylaws, and continuing resolutions;
2. Review of proposed rules and policies and amendments to existing rules and policies to assure conformity with the *Constitutions, Bylaws and Continuing Resolutions of the Evangelical Lutheran Church in America*;
3. Review all proposed policies and amendments to existing policies related to the maintenance of the rosters of this church;
4. Review amendments to the governing documents of the synods and seminaries of this church;
5. Review amendments to the governing documents of affiliated agencies and other related entities as required;
6. Review other legal documents and amendments to legal documents which require approval by the Church Council;

7. Review requests for acknowledgement of independent Lutheran organizations prior to their consideration by the Church Council;
 8. Receive periodic updates on litigation involving this church;
 9. Assist, when requested by the secretary of this church, in preparing interpretive rulings on disputes involving the constitutions, bylaws, or continuing resolutions;
 10. Review and analyze other legal or constitutional issues as requested by the secretary of this church or the Church Council; and
 11. Provide recommendations for action by the Church Council.
- B. The committee shall provide a forum for the exchange of ideas among interested members of the Church Council, churchwide officers and staff, advisors, and bishops of this church related to legal, governance, and oversight matters.
- C. The committee shall conduct consultations, when appropriate or requested, for the purpose of examining and describing in-depth legal matters facing this church or complex amendments to the constitutions, bylaws, or continuing resolutions, when such information sharing outside the regular plenary sessions of the Church Council would facilitate the deliberations of the council.
- D. The committee shall prepare and distribute among its members meeting minutes and other appropriate material as needed.
- E. The committee has no authority to act independently beyond this charter except for other purposes specifically assigned it by Council action, and in all things remains accountable to the Church Council. No actions or recommendations by the committee shall conflict with the governing documents of the Evangelical Lutheran Church in America.
- F. Members of the Legal and Constitutional Review Committee are expected to prepare for meetings by reviewing the agenda, minutes, and meeting materials in advance of meetings, to participate actively in meetings, and to complete timely responsibilities assigned by the committee.

Composition and Membership

- A. The Legal and Constitutional Review Committee shall be composed of:
1. Voting members of the Church Council, elected by the council, who shall have voice and vote on the committee;
 2. The secretary of the Evangelical Lutheran Church in America, who shall have voice and vote on the committee;
 3. ELCA general counsel and associate general counsel, who shall have voice but not vote on the committee;
 4. At least one liaison bishop to the Church Council, who shall have voice but not vote on the committee;
 - ~~5. At least one advisory member to the Church Council, who shall have voice but not vote on the committee;~~

Revised November 12, 2011

5. Staff members of the Office of the Secretary as deemed necessary, who shall have voice but not vote on the committee; and
 6. Such other advisory or liaison members as may be invited to participate from time to time by the committee or the Church Council, who shall have voice but not vote on the committee.
- B. Members of the committee will have, or will develop, thorough knowledge of the *Constitutions, Bylaws, and Continuing Resolutions of the Evangelical Lutheran Church in America*, the polity and governance of this church, and this church's standards for rostered ministry and discipline.
 - C. Except for the secretary of this church, voting members of the committee shall be elected by the Church Council to a two-year term which begins at the first meeting following a Churchwide Assembly. No term limits shall restrict membership on this committee.
 - D. Members of the committee shall respect the confidential nature of committee deliberations and legal updates provided by the general counsel, and shall not disclose or discuss the content of such confidential matters outside a committee meeting except as appropriate in a plenary or executive session of the Church Council.

Chair

- A. Voting members of the Legal and Constitutional Review Committee shall elect a chair at the first spring meeting following preceding a Churchwide Assembly by means of an ecclesiastical ballot (as defined in the ELCA constitution), or by unanimous consent, as determined by committee members. Only voting members of the Church Council shall be eligible to serve as chair or cast ballots for the chair.
- B. The chair shall act as communication liaison between the committee and the Church Council, and shall report the recommendations of the committee during plenary sessions of the Church Council.
- C. The chair shall coordinate the assignment of activities to committee members, and may establish sub-committees and necessary deadlines as needed, based upon member input.
- D. The chair shall develop, in consultation with the secretary of this church and appropriate staff members, an agenda for meetings and provide for minutes of meetings.
- E. The chair shall ensure the effectiveness of meetings by directing discussion to meet mission objectives.
- F. The chair shall serve on the Executive Committee of the Church Council.

Meetings

- A. The Legal and Constitutional Review Committee will meet in conjunction with regular meetings of the Church Council. Other meetings may be held for special or emergency purposes, ordinarily by conference call, at the request of the chair or a majority of committee members.

- B. Meeting agendas shall be provided to members prior to meetings, along with materials for discussion.

Decision Making Process

- A. All decisions of the Legal and Constitutional Review Committee shall be reached by consensus or, when this is not possible, by simple majority of the voting members present and voting. Proxy and absentee voting shall not be permitted.
- B. A simple majority of the voting membership of the committee shall constitute a quorum.

Amendment of Charter

The Legal and Constitutional Review Committee will review this charter at the first meeting of the committee following a Churchwide Assembly. Amendments to this charter may be recommended, at any meeting, subject to approval by the Church Council.

Evaluation

The Legal and Constitutional Review Committee will evaluate its meetings. In addition to reviewing and evaluating its meetings, the committee will work with Research and Evaluation to develop a process for evaluating its work each biennium. These processes will include evaluation of the committee's commitment to racial and gender equity.

This charter was approved by the Church Council on _____.

**ELCA Church Council
Planning and Evaluation Committee
CHARTER**

Organization and Purposes

The organization and purposes of the Planning and Evaluation Committee are described in ELCA continuing resolution 14.41.C05:

A Planning and Evaluation Committee shall be composed of members of the Church Council elected by the council and shall have staff services provided by the Office of the Presiding Bishop. This committee shall assist the presiding bishop in coordinated, strategic planning for the work of the churchwide organization. This committee also shall be responsible for the ongoing evaluation of churchwide units and the structure of the churchwide organization, making recommendations to the Churchwide Assembly through the Church Council. This committee shall establish a process for a periodic review of all churchwide units. Further, in consultation with the executive for administration, this committee shall evaluate and report annually to the Church Council and biennially to the Churchwide Assembly on how the churchwide organization complies with and implements commitments and policies adopted by the Churchwide Assembly and the Church Council.

In fulfilling its purposes, the Planning and Evaluation Committee also shall facilitate the implementation of the Plan for Mission, including the following strategic directions of the churchwide organization:

- Support congregations in their call to be faithful, welcoming, and generous, sharing the mind of Christ.
- Assist members, congregations, synods, and institutions, and agencies of this church to grow in evangelical outreach.
- Step forward as a public church that witnesses boldly to God's love for all that God has created.
- Deepen and expand our global, ecumenical, and interfaith relationships for the sake of God's mission.
- Assist this church to bring forth and support faithful, wise, and courageous leaders whose vocations serve God's mission in a pluralistic world.

In fulfilling its purposes, the Planning and Evaluation Committee also shall facilitate the implementation of the Plan for Mission, including the following commitments for implementation of the churchwide organization:

- Encourage, welcome, and depend upon the lively and creative exchange of resources and ideas throughout the Evangelical Lutheran Church in America;
- Recognize and encourage the vital contributions and deepening relationships with institutions and agencies of this church and with Lutheran, ecumenical, and interfaith partners;
- Confront the scandalous realities of racial, ethnic, cultural, religious, age, gender, familial, sexual, physical, personal, and class barriers that often manifest themselves in exclusion, poverty, hunger, and violence; and
- Pursue ardently the ELCA's commitment to become more diverse, multicultural, and multi-generational in an ever-changing and increasingly pluralistic context, with special focus on full inclusion in this church of youth, young adults, and people of color and people whose primary language is other than English.

Responsibilities

- A. The responsibilities of the Planning and Evaluation Committee include:
1. Assist the Office of the Presiding Bishop in coordinated, strategic planning for the work of the churchwide organization.
 - a. The Planning and Evaluation Committee will receive, through the Executive for Administration, periodic reports on the process, results, and recommendations of strategic planning by the churchwide organization. When the strategic planning calls for processes or perspectives that involve the whole church, the Planning and Evaluation Committee will contribute to the development of those processes and perspectives.
 2. In consultation with ~~the Department for~~ Research and Evaluation, establish and implement a process and timeline for periodic review of all churchwide units.
 - a. These unit reviews will focus on ~~unit strategic plans within the context of the unit's continuing resolutions, ELCA Plan for Mission's strategic directions and commitments,~~ **the Churchwide Organization Operational Plan** and any assigned Churchwide Assembly/Church Council actions.
 - b. Boards of trustees of separately incorporated ~~units, ministries, and trustees and advisory committees of service units~~ will conduct reviews of their respective units, reporting through this committee to the Church Council.
 - c. Engage the Program and Services Committee when appropriate.
 3. Oversee the ongoing evaluation of the structure of the churchwide organization.
 - ~~a. Solicit evaluative responses to the "Goals of Restructuring" adopted by the 2005 Churchwide Assembly.~~
 - ~~b. Review the input received, and make recommendations for changes when necessary.~~
 4. In consultation with the executive for administration, evaluate and report on how the churchwide organization complies with and implements churchwide commitments and policies. According to the process and timeline established for periodic review of each unit, and in response to reports that it receives, this committee will evaluate the work of the churchwide organization and report annually to the Church Council and biennially to the Churchwide Assembly.
 5. Encourage shared leadership by providing time, space and encouragement within each meeting of this committee for members to bring ideas, raise questions and work collaboratively toward the goal of assisting this church in focusing its work on its strategic directions, commitments and policies.
 - ~~6. Develop a calendar of anticipated work for the biennium at the first committee meeting following the Churchwide Assembly.~~
 - 6. At the first committee meeting following the Churchwide Assembly, develop a calendar of anticipated work for the period until the next Churchwide Assembly.**
 7. Pursue further responsibilities as assigned by the Church Council, including issues of governance.
- B. Members of the Planning and Evaluation Committee are expected to prepare for meetings by reviewing the agenda, minutes and meeting materials in advance of meetings, to participate actively in meetings, and to complete timely responsibilities assigned by the committee.

Chair

Members of the Planning and Evaluation Committee shall elect its chair at the spring meeting before a Churchwide Assembly.

Meetings

The Planning and Evaluation Committee will meet in conjunction with regular meetings of the Church Council. Other meetings may be held for special or emergency purposes, ordinarily by conference call, at the request of the chair or a majority of committee members. A majority of the voting membership of the committee shall constitute a quorum.

Amendment of Charter

The Planning and Evaluation Committee will review this charter at the first meeting of the committee following a Churchwide Assembly. Amendments to this charter may be recommended at any time, subject to approval by the Church Council.

Evaluation

The Planning and Evaluation Committee will evaluate its meetings. In doing so, the committee will ask:

- Are we exercising spiritual leadership? Do we ask provocative, hard questions?
- Is our work evangelical and missional? Are we open to redefining our purpose as we go?
- Is our leadership relational? Do we model leadership that both engages and respects one another?
- Are we contextually aware? Are we first-class noticers of cultures, people, worlds that aren't our own?
- Is our leadership both navigational and agitational? Do we function with both a clear vision –
and the freedom to explore new directions?
- Are we effectively encouraging the cultural shifts that are needed to realize our best hopes for what God intends through this church?

The committee also will seek to learn from our full communion partners by considering what is working in their church bodies, what is transferable to ELCA efforts, and look for ways to share learnings.

In addition to reviewing and evaluating its meetings, the committee will work with Research

and Evaluation to develop a process for evaluating its work each biennium. These processes will include evaluation of the committee's commitment to racial and gender equity.

This page left intentionally blank

Program and Services Committee Charter

Organization and Purposes

The organization and purposes of the Program and Services Committee is described in ELCA continuing resolution 14.41.D99:

A Program and Services Committee shall be composed of members of the Church Council elected by the council and shall have staff services provided by the Office of the Presiding Bishop. This committee shall assist the council in assuring that churchwide purposes, policies, and objectives are being fulfilled through the programs and services of the units of the churchwide organization. All churchwide policies and strategies recommended by units that have implications for congregations, synods, other churchwide unit, or institutions and agencies of this church shall be considered by this committee for recommendations to the Church Council."

In fulfilling its purposes, the Program and Services Committee also shall facilitate the implementation of the following strategic directions of the ELCA:

- Support congregations in their call to be faithful, welcoming, and generous, sharing the mind of Christ.
- Assist members, congregations, synods, and institutions, and agencies of this church to grow in evangelical outreach.
- Step forward as a public church that witnesses boldly to God's love for all that God has created.
- Deepen and expand our global, ecumenical, and interfaith relationships for the sake of God's mission.
- Assist this church to bring forth and support faithful, wise, and courageous leaders whose vocations serve God's mission in a pluralistic world.

Responsibilities

A. The responsibilities of the Program and Services Committee include:

1. Review and consider new and revised churchwide policies and strategies recommended by units that have implications for congregations, synods, other churchwide units, or institutions and agencies of this church for recommendation to the Church Council. This includes:
 - a. New and revised social policies and procedures
 - b. New and revised social statements
 - c. Proposals from program units
 - d. Personnel policies, including pension and benefits
2. Monitor corporate social responsibility policies, issue papers, social criteria investment screens, and related activities. Review and consider recommendations to Church Council.
3. Ensure churchwide unit policies and procedures are effective in practice and consistent with overall churchwide purposes, policies, and objectives.
 - Act on the policies and recommendations proposed by churchwide units subject to consideration by the Churchwide Assembly.
 - Develop a calendar of anticipated work for the biennium at the first committee meeting following the Churchwide Assembly

- Accomplish other tasks that may be assigned by the Church Council.
- B. Members of the Program and Services Committee are expected to prepare for meetings by reviewing the agenda, minutes, and meeting materials in advance of meetings, to participate actively in meetings, and to complete timely responsibilities assigned by the committee.

Leadership

Members of the Program and Services Committee shall elect a chair at the last meeting of the biennium and a vice-chair and secretary at the first meeting of the biennium.

Meetings

The Program and Services Committee will meet in conjunction with regular meetings of the Church Council. Other meetings may be held for special or emergency purposes, ordinarily by conference call, at the request of the chair or a majority of committee members. A majority of the voting membership of the committee shall constitute a quorum.

Amendment of Charter

The Program and Services Committee will review this charter at the first meeting of the committee following a Churchwide Assembly. Amendments to this charter may be recommended at any time, subject to approval by the Church Council.

Evaluation

The Program and Services Committee will evaluate its meetings. In addition to reviewing and evaluating its meetings, the committee will work with Research and Evaluation to develop a process for evaluating its work each biennium. These processes will include evaluation of the committee's commitment to racial and gender equity.

RESTATED
ARTICLES OF INCORPORATION
OF
LUTHERAN MEN IN MISSION

ARTICLE I

NAME

The name of this corporation shall be LUTHERAN MEN IN MISSION.

ARTICLE II

PURPOSE

The purpose of this corporation is exclusively religious, charitable, scientific, literary or educational within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, or such other provisions of Minnesota or Federal Law as may from time to time be applicable. This corporation shall not be operated for profit but shall be operated exclusively for charitable purposes and for the benefit of and to assist in carrying out the purposes of Lutheran men's ministry that is creedal and confessional as proclaimed by the Evangelical Lutheran Church in America (ELCA) or its successor organization and proclaimed in the "Book of Concord". The specific purpose of Lutheran Men in Mission (LMM) is to build up the body of Christ by leading every man to a growing relationship with Jesus Christ through an effective men's ministry in every congregation. As each man is called, gathered and sent into the world to serve in Jesus' name, LMM will focus its efforts on assisting all men through the seasons of life via teaching the Word of God, through materials, retreats and events.

Within the framework and limitations of these purposes, this corporation shall have such powers as are consistent with the foregoing purposes, including the power to acquire and receive funds and property of every kind and nature whatsoever, whether by purchase, conveyance, lease, gift, grant, bequest, legacy, devise or otherwise, and to own, hold, expend, make gifts, grants and contributions of, and to convey and dispose of any funds and property and the income therefrom for the furtherance of the purposes of this corporation hereinabove set forth, in any of them, and to lease, mortgage, encumber, and to use the same, and such other powers which are consistent with the foregoing purposes and which are afforded to this corporation by the Minnesota Nonprofit Corporation Act and by any future laws amendatory thereof and supplementary thereto.

In furtherance of its functions, this corporation shall not act as the agent of, or otherwise obligate the income or assets of the ELCA, any congregation of the ELCA or any synod of the ELCA without the express authorization of such entity.

Deleted: the Evangelical Lutheran Church in America (the "ELCA").

Deleted: The specific purposes of this corporation, inter alia, are to nurture men in the **word** of God, to win men for Jesus Christ and bring inactive men back to the church and to help men in the ELCA grow in spiritual knowledge.

Formatted: Highlight

ARTICLE III

USE OF WORK AND ASSETS

Notwithstanding any other provisions of this Article of Incorporation, all of the work of this corporation shall be carried on, and all funds of this corporation, whether income or principal, and whether acquired by gift, contributions or otherwise, shall be used and applied exclusively for religious, charitable, scientific, literary or educational purposes directly or indirectly benefiting this corporation, and in such manner that no part of the net earnings of this corporation will in any event inure to the benefit of any entity that is not an organization described in Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, or any officer or director of this corporation or of any corporation, organization, foundation, fund or institution, or any other individual. This corporation shall not engage, otherwise than as an insubstantial part of its total activities, in activities that in themselves are not in furtherance of one or more of the exempt purposes specified in Section 501(c)(3) of the Internal Revenue Code, as amended, and regulations issued thereunder. No part of the principal, assets or net income of this corporation shall in any event be paid or contributed to any other corporation, organization, foundation, fund, institution or governmental body, any substantial part of the activities of which consists of carrying on propaganda or otherwise attempting to influence legislation or which participates or intervenes in any political campaign on behalf of any candidate for public office, nor shall this corporation itself engage in such activities in any way, directly or indirectly, except to the extent, if any, permitted by the Internal Revenue Code of 1986, as amended, or any officer or director of this corporation or other private individual shall be entitled to share in the distribution of the corporate assets on liquidation, dissolution or winding up of this corporation. However, nothing contained in these Articles shall be construed to prevent distribution of the properties of this corporation to another distributee, otherwise properly made in accordance with the provisions of these Articles and the purposes herein stated, solely by reason of the fact that one or more of the directors or officers of this corporation may be connected or associated with the distributee in any capacity.

ARTICLE IV

INUREMENT OF INCOME

This corporation does not and shall not afford pecuniary gain, incidentally or otherwise, to its directors, officers or to any private individual and no part of the net income or net earnings of this corporation shall inure to the benefit of any director, officer or individual. This corporation shall not lend any of its assets to any officer, director or individual of this corporation nor guarantee to any other person the payment of a loan made to an officer, director or individual of this corporation.

ARTICLE V

DURATION

The duration of this corporation shall be perpetual.

ARTICLE VI

REGISTERED OFFICE

The registered office of this corporation shall be located at Minneapolis Area Synod, 122 W. Franklin Avenue, Suite, 600, Minneapolis, MN 55404-2474,

Deleted: Suite 236, 10800 Lyndale Avenue South, Bloomington, Minnesota 55420.

ARTICLE VII

MEMBERS

This corporation shall have no members. Any action or approval of the members or shareholders of a corporation which would otherwise be required by the terms of any agreement to which this corporation is a party, or by which this corporation is bound, or by the provisions of any law, rule or regulation to which this corporation is subject, requires only action or approval of the Board of Directors.

ARTICLE VIII

DIRECTORS

Section 8.1. The management of this corporation shall be vested in a Board of Directors elected at the Triennial Meeting of this corporation.

Deleted: Annual

Section 8.2. The Board of Directors shall initially consist of Nine (9) directors, all of whom shall be members in good standing of the ELCA. Thereafter the board of directors shall consist of the number of directors provided in the Bylaws of this corporation. Each member of the initial board of directors shall continue in office until the first annual meeting of this corporation and thereafter until his successor is elected and qualified or until he is removed from office as provided by law or in the Bylaws of this corporation.

Section 8.3. The terms of office, method of election, powers, authorities and duties of the members of the board of directors shall be fixed by the Bylaws of this corporation.

ARTICLE IX

CAPITAL STOCK

This corporation shall have no capital stock.

ARTICLE X

LESS THAN UNANIMOUS WRITTEN ACTION WITHOUT A MEETING

Any action required or permitted to be taken at a meeting of the board of directors may be taken by written notice signed by the number of directors required to take the same action at a meeting of the board of directors at which all directors were present. When written action is taken by less than all directors, all directors as provided in this Article must be notified immediately of the text and effective date. Failure to provide such notice **invalidates** the written action.

Deleted: does not

Formatted: Highlight

ARTICLE XI

DISSOLUTION

In the event of liquidation, dissolution or winding up of this corporation, whether voluntary or involuntary, or by operation of law, except as and to the extent otherwise provided or required by law, any surplus property remaining after the payment of its debts shall be disposed of by transfer to **an organization that conducts men's ministry that is recognized by** the ELCA, a 501(c)(3) organization or if it does not exist to another 501(c)(3) organization to be used for one or more of the purposes of this corporation. Notwithstanding any provision herein to the contrary, nothing herein shall be construed to affect the disposition of property and assets held by this corporation upon trust or other condition, or subject to any executory or special limitation, and such property, upon dissolution of this corporation, shall be transferred in accordance with the trust, condition or limitation imposed with respect to it.

Deleted: entity to the Evangelical Outreach and Congregational Mission program unit of

Deleted: unit

Deleted: the

Deleted: approval

Deleted: of

Deleted: the Church Council

Deleted: or the Churchwide Assembly of

Deleted: amendment of Articles of Incorporation; approval or amendment of Bylaws;

Deleted: This corporation shall adopt any amendment to these Articles of Incorporation or this corporation's Bylaws that may be prescribed by the Church Council or the Churchwide Assembly of the ELCA, provided that in the case of an amendment prescribed by the Church Council, it shall be prescribed only after consultation with this corporation and procedures to effect any such prescribed amendment shall be instituted promptly after adoption of such prescribed amendment by the Church Council or the Churchwide Assembly of the ELCA. This corporation shall adopt any agreement of merger or consolidation that may be prescribed by the Churchwide Assembly of the ELCA, and procedures to effect any such prescribed agreement shall be instituted promptly after adoption of such prescribed agreement by the Churchwide Assembly of the ELCA.

ARTICLE XII

RELATIONSHIP TO ELCA

This organization shall relate as a self-supporting, **independent "Separately Incorporated Ministry"** of the ELCA, or its successor. Except as may be otherwise provided in this corporation's Bylaws, none of the following actions shall be taken by this corporation without prior **consultation with** the ELCA: merger or consolidation with any domestic or foreign corporation; sale, lease, encumbrance or other disposition of all or substantially all of this corporation's property; and voluntary dissolution.

ARTICLE XIII

AMENDMENT

These Articles may be amended at any time and from time to time by the affirmative vote of a **2/3 (two-thirds)** majority of directors then in office **and approval by 2/3 (two-thirds) of the voting delegates at the LMM Triennial Assembly or by those delegates at a properly arranged meeting or conference call with a minimum of a sixty (60) days notification of the proposed amendment after approval by the directors** in a manner consistent with the provisions of Article XII above.

Dated: ~~March 1, 2011~~ July 21, 2011,
Revision 2.1

Formatted: Highlight

Formatted: Highlight

Deleted: at a meeting for which notice of the meeting and the proposed amendment have been given

Deleted: March 12, 2007

Formatted: Strikethrough

Deleted: ¶

This page left intentionally blank

RESTATED
ARTICLES OF INCORPORATION
OF
LUTHERAN MEN IN MISSION

ARTICLE I

NAME

The name of this corporation shall be LUTHERAN MEN IN MISSION.

ARTICLE II

PURPOSE

The purpose of this corporation is exclusively religious, charitable, scientific, literary or educational within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, or such other provisions of Minnesota or Federal Law as may from time to time be applicable. This corporation shall not be operated for profit but shall be operated exclusively for charitable purposes and for the benefit of and to assist in carrying out the purposes of Lutheran men's ministry that is creedal and confessional as proclaimed by the Evangelical Lutheran Church in America (ELCA) or its successor organization and proclaimed in the "Book of Concord". The specific purpose of Lutheran Men in Mission (LMM) is to build up the body of Christ by leading every man to a growing relationship with Jesus Christ through an effective men's ministry in every congregation. As each man is called, gathered and sent into the world to serve in Jesus' name, LMM will focus its efforts on assisting all men through the seasons of life via teaching the Word of God, through materials, retreats and events.

Within the framework and limitations of these purposes, this corporation shall have such powers as are consistent with the foregoing purposes, including the power to acquire and receive funds and property of every kind and nature whatsoever, whether by purchase, conveyance, lease, gift, grant, bequest, legacy, devise or otherwise, and to own, hold, expend, make gifts, grants and contributions of, and to convey, transfer and dispose of any funds and property and the income therefrom for the furtherance of the purposes of this corporation hereinabove set forth, in any of them, and to lease, mortgage, encumber, and to use the same, and such other powers which are consistent with the foregoing purposes and which are afforded to this corporation by the Minnesota Nonprofit Corporation Act and by any future laws amendatory thereof and supplementary thereto.

In furtherance of its functions, this corporation shall not act as the agent of, or otherwise obligate the income or assets of the ELCA, any congregation of the ELCA or any synod of the ELCA without the express authorization of such entity.

ARTICLE III

USE OF WORK AND ASSETS

Notwithstanding any other provisions of this Article of Incorporation, all of the work of this corporation shall be carried on, and all funds of this corporation, whether income or principal, and whether acquired by gift, contributions or otherwise, shall be used and applied exclusively for religious, charitable, scientific, literary or educational

purposes directly or indirectly benefiting this corporation, and in such manner that no part of the net earnings of this corporation will in any event inure to the benefit of any entity that is not an organization described in Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, or any officer or director of this corporation or of any corporation, organization, foundation, fund or institution, or any other individual. This corporation shall not engage, otherwise than as an insubstantial part of its total activities, in activities that in themselves are not in furtherance of one or more of the exempt purposes specified in Section 501(c)(3) of the Internal Revenue Code, as amended, and regulations issued thereunder. No part of the principal, assets or net income of this corporation shall in any event be paid or contributed to any other corporation, organization, foundation, fund, institution or governmental body, any substantial part of the activities of which consists of carrying on propaganda or otherwise attempting to influence legislation or which participates or intervenes in any political campaign on behalf of any candidate for public office, nor shall this corporation itself engage in such activities in any way, directly or indirectly, except to the extent, if any, permitted by the Internal Revenue Code of 1986, as amended, or any officer or director of this corporation or other private individual shall be entitled to share in the distribution of the corporate assets on liquidation, dissolution or winding up of this corporation. However, nothing contained in these Articles shall be construed to prevent distribution of the properties of this corporation to another distributee, otherwise properly made in accordance with the provisions of these Articles and the purposes herein stated, solely by reason of the fact that one or more of the directors or officers of this corporation may be connected or associated with the distributee in any capacity.

ARTICLE IV

INUREMENT OF INCOME

This corporation does not and shall not afford pecuniary gain, incidentally or otherwise, to its directors, officers or to any private individual and no part of the net income or net earnings of this corporation shall inure to the benefit of any director, officer or individual. This corporation shall not lend any of its assets to any officer, director or individual of this corporation nor guarantee to any other person the payment of a loan made to an officer, director or individual of this corporation.

ARTICLE V

DURATION

The duration of this corporation shall be perpetual.

ARTICLE VI

REGISTERED OFFICE

The registered office of this corporation shall be located at Minneapolis Area Synod, 122 W. Franklin Avenue, Suite, 600, Minneapolis, MN 55404-2474.

ARTICLE VII

MEMBERS

This corporation shall have no members. Any action or approval of the members or shareholders of a corporation which would otherwise be required by the terms of any agreement to which this corporation is a party, or by which this corporation is bound, or by the provisions of any law, rule or regulation to which this corporation is subject, requires only action or approval of the Board of Directors.

ARTICLE VIII

DIRECTORS

Section 8.1. The management of this corporation shall be vested in a Board of Directors elected at the Triennial Meeting of this corporation.

Section 8.2. The Board of Directors shall initially consist of Nine (9) directors, all of whom shall be members in good standing of the ELCA. Thereafter the board of directors shall consist of the number of directors provided in the Bylaws of this corporation. Each member of the initial board of directors shall continue in office until the first annual meeting of this corporation and thereafter until his successor is elected and qualified or until he is removed from office as provided by law or in the Bylaws of this corporation.

Section 8.3. The terms of office, method of election, powers, authorities and duties of the members of the board of directors shall be fixed by the Bylaws of this corporation.

ARTICLE IX

CAPITAL STOCK

This corporation shall have no capital stock.

ARTICLE X

LESS THAN UNANIMOUS WRITTEN ACTION WITHOUT A MEETING

Any action required or permitted to be taken at a meeting of the board of directors may be taken by written notice signed by the number of directors required to take the same action at a meeting of the board of directors at which all directors were present. When written action is taken by less than all directors, all directors as provided in this Article must be notified immediately of the text and effective date. Failure to provide such notice invalidates the written action.

ARTICLE XI

DISSOLUTION

In the event of liquidation, dissolution or winding up of this corporation, whether voluntary or involuntary, or by operation of law, except as and to the extent otherwise provided or required by law, any surplus property remaining after the payment of its debts shall be disposed of by transfer to an organization that conducts men's ministry that is recognized by the ELCA, a 501(c)(3) organization or if it does not exist to another 501(c)(3) organization to be used for one or more of the purposes of this corporation. Notwithstanding any provision herein to the contrary, nothing herein shall be construed to affect the disposition of property and assets held by this corporation upon trust or other condition, or subject to any executory or special limitation, and such property, upon dissolution of this corporation, shall be transferred in accordance with the trust, condition or limitation imposed with respect to it.

ARTICLE XII

RELATIONSHIP TO ELCA

This organization shall relate as a self-supporting, independent "Separately Incorporated Ministry" of the ELCA, or its successor. Except as may be otherwise provided in this corporation's Bylaws, none of the following actions shall be taken by this corporation without prior consultation with the ELCA: merger or consolidation with any domestic or foreign corporation; sale, lease, encumbrance or other disposition of all or substantially all of this corporation's property; and voluntary dissolution.

ARTICLE XIII

AMENDMENT

These Articles may be amended at any time and from time to time by the affirmative vote of a 2/3 (two-thirds) majority of directors then in office and approval by 2/3 (two-thirds) of the voting delegates at the LMM Triennial Assembly or by those delegates at a properly arranged meeting or conference call with a minimum of a sixty (60) days notification of the proposed amendment after approval by the directors in a manner consistent with the provisions of Article XII above.

Dated: July 21, 2011
Revision 2.1 Assembly

Secretary

Date adopted: _____

**BYLAWS OF
LUTHERAN MEN IN MISSION**

This instrument constitutes the Bylaws of **LUTHERAN MEN IN MISSION (LMM)**, adopted by the Board of Directors for the purpose of regulating and managing the internal affairs of the corporation, and is subject to ratification by the voting delegates at the next triennial LMM Assembly.

ARTICLE I

CORPORATE SEAL

Section 1. This corporation shall not have a seal.

ARTICLE II

PARTICIPANTS

Section 2.1. A participant in Lutheran Men in Mission shall be any male Christian who belongs to a Lutheran congregation that subscribes to the Unaltered Augsburg Confession and accepts the confessional writings in the Book of Concord.

Formatted: Font color: Auto

Section 2.2. For the purposes of these Bylaws, Region is to be defined as the geographical grouping of Synods as determined by the ELCA, and Synods shall be those states or portions of states as determined by the ELCA.

Section 2.3. Any action or approval of the members of a corporation which would otherwise be required by the terms of any agreement to which this corporation is a party, or by which this corporation is bound, or by the provisions of any law, rule or regulation to which this corporation is subject, requires only action or approval of the Board of Directors subject to the ratification of such actions by the voting delegates at the triennial LMM Assembly.

ARTICLE III

LUTHERAN MEN IN MISSION TRIENNIAL ASSEMBLY

Section 3.1. The triennial LMM Assembly shall be the highest legislative authority and shall deal with all matters necessary to implement the vision and mission of this organization.

Section 3.2. LMM shall meet in Assembly every three years.

Section 3.3. The time and place of each LMM Assembly shall be determined by the Board of Directors.

Section 3.4. The Secretary shall give notice of the time and place of the triennial LMM Assembly by publication at least 60 days in advance in LMM's periodical and by written notice and/or electronic communication at least 60 days in advance to all active synod units and Bishops of all synods.

Section 3.5. The delegates to the triennial LMM Assembly shall consist of the current LMM officers, the Board of Directors and not more than six (6) delegates from each synod. An additional 18 delegates, consisting of up to 2 delegates from each of the geographic Regions, may be appointed by the Executive Committee to represent other Lutheran Church bodies.
~~Delegates will continue to serve as a delegate until the next triennial Assembly.~~

Deleted:

Section 3.6. Each Synod Unit of LMM, according to its protocol, shall determine synod delegates. Should there not be an active unit in a synod, the Bishop of that synod or his or her representative shall be requested to appoint delegates to represent that synod.

Section 3.7. At the triennial LMM Assembly the delegates shall elect the LMM officers and members of the Board of Directors; shall approve a three-year ministry plan and a three-year financial plan; and shall consider and take appropriate action on all matters properly submitted to the Assembly.

Section 3.8. The delegates from each region present at the triennial LMM Assembly shall caucus and elect a member to the Board of Directors from that region. The additional delegates as defined in Section 3.5 shall also caucus and elect a member to the Board of Directors. Any man satisfying Section 2.1 is eligible for election provided he has given permission to be nominated.

Section 3.9. All persons elected to the Board of Directors shall serve a three-year term and may not serve more than two full consecutive terms.

Deleted:

Section 3.10. The President, with the approval of the Board of Directors, shall appoint all committees and a Parliamentarian for the triennial LMM Assembly.

Section 3.11. Roberts Rules of Order, latest edition, shall govern the proceeding of the triennial LMM Assembly or interim Assembly.

Section 3.12. Should the Board of Directors determine a need for an interim Assembly prior to the next triennial Assembly, such an assembly may be conducted by means other than physical presence provided that all protocols for discussion and voting ensure equal access and participation by all delegates. Written notification of all business to be considered at this Assembly shall be provided to all voting delegates by written or electronic communication at least 60 days prior to the date of the interim Assembly as determined by the Board of Directors. A quorum for the proper conduct of business is a majority of the registered delegates at the previous triennial Assembly.

Formatted: Indent: First line: 0 pt

Deleted: last

Deleted: ¶

ARTICLE IV

BOARD OF DIRECTORS

Section 4.1. The business and charitable affairs of the corporation shall be managed by or under the direction of a Board of Directors elected by the duly elected or appointed delegates to the triennial LMM Assembly under the procedures set forth in Section 3.7 above.

Section 4.2. The Board of Directors shall consist of up to 19 members (Directors) including the four duly elected officers of LMM, the Executive Director, the members elected from each region under the provisions of Section 3.8, above, all of whom shall have voice and vote. Up to 4 At-Large members will be appointed by the Board to encourage diversity of age and ethnicity, all of whom shall have voice and vote. The At-Large Board member term will be 1 year and can be renewed annually for up to 5 additional years. In addition, there may be Advisory members from other organizations who shall have voice but no vote.

Section 4.3. At all meetings of the Board of Directors a majority of the members shall be necessary and sufficient to constitute a quorum for the transaction of business.

Section 4.4. Except where otherwise required by law, the Articles of Incorporation or these bylaws, the affirmative vote of a majority of the directors present at a duly held meeting shall be sufficient for any action.

Section 4.5. Voting by proxy or absentee ballot is not permitted at any meeting of the Board of Directors.

Section 4.6. The Board of Directors may participate in and act at any meeting through the use of a conference call or other communications equipment by means of which all persons participating in the meeting can communicate with each other. Participation in such meeting shall constitute attendance in person at the meeting of the person or persons so participating.

Section 4.7. The Board of Directors shall have regular meetings at such places and times as it shall establish. The annual meeting of the Board of Directors shall be held at such time and place as designated by the Board.

Section 4.8. The Executive Committee of the Board of Directors shall be composed of the four officers and shall conduct the business of the corporation between Board meetings and shall serve as the Personnel Committee of this corporation.

Section 4.9. A Director may resign at any time by giving written notice of his resignation to the corporation. The resignation is effective when received by the corporation, unless a later date is agreed upon with the President.

Section 4.10. A Director may be removed from office, with or without cause, by the affirmative vote of a majority of the Board of Directors provided that not less than ten (10) and not more than thirty (30) days' notice of such meeting shall be given to each Director and the notice must state that removal of such Director is to be on the agenda for the meeting.

Section 4.11. In the event of a vacancy of a Director position, a successor to fill the unexpired term shall be named by the remaining Board members under the following procedures: If the vacancy is one of the regional positions on the Board, the person selected to fill the vacant position shall be from that region. The Board shall solicit nominations from the current delegates of that region. The Board shall then name the successor. The successor shall serve in that office until the next triennial LMM Assembly at which time, if he so desires, he can stand for election to that vacancy in the normal manner. He shall then be eligible to serve for two full three-year terms if he so desires and is elected by the voting delegates at the next triennial LMM Assembly.

Deleted:

Section 4.12. Special meetings of the Board of Directors may be called at any time upon request of the President or a majority of the Directors, provided that any such request shall specify the purpose or purposes for the meeting. The President shall set the date for the special meeting within five (5) working days of making or receiving such request and shall give not less than ten (10) nor more than thirty (30) days' written notice of the time, place and purpose of such special meeting.

Section 4.13. The Board of Directors may establish one or more committees having the authority of the Board in the management of the business of the corporation to the extent determined by the Board.

Section 4.14. The Board of Directors may hold their meetings at such places as a majority of the Directors then in office may from time to time select. The dates, times and locations of the meetings will be set by the President in consultation with the Executive Director.

Section 4.15. Whenever under the provisions of these bylaws written notice is required to be given to any Director, it shall be construed to require personal notice, but such notice may be given in writing delivered by , US Postal Service or courier service. Such notice shall be provided in a post-paid, sealed envelope addressed to such Director at his last known address and such notice shall be deemed to have been given at the time when thus mailed.

Section 4.16. Directors shall not be compensated for their duties as directors, except that a Director may be reimbursed for reasonable expenses incurred on behalf of LMM.

Section 4.17. In order to provide for the carrying-on of the LMM organization's business and carry out its mission and purpose on a day-to-day basis, the Executive Director shall have the authority and responsibility of hiring and employing staff, as defined below, and engaging in other contractual arrangements in accordance with the constitution, bylaws, and personnel practices of the ELCA.

Section 4.18. The staff of LMM shall consist of an Executive Director and such staff positions as the Executive Committee determines is required and will be under the personnel and financial policies of the ELCA churchwide organization as administered by the ELCA churchwide office. There will be an annual review of the Executive Director by the Executive Committee and an annual review of other staff positions by the Executive Director. The Board will request that

the ELCA provide benefits and pension through the ELCA Board of Pensions. The Board will obtain Worker's Compensation insurance for LMM staff. The Executive Director shall be responsible for the oversight and control of the day-to-day activities of any and all such staff employed. The Executive Director shall be the Chief Operating Officer of the corporation and shall carry out the policies of the organization and work collegially with the staff. The Executive Director shall work interdependently with ELCA units, and with the leaders of other men's ministry organizations, both domestic and foreign, as the opportunities to do so present themselves. In addition, the Executive Director shall perform other duties that may be assigned by the Board.

ARTICLE V

OFFICERS

Section 5.1. The officers of the corporation shall be a President, Vice President, Secretary, and Treasurer. These officers shall be elected at the triennial LMM Assembly. Such election shall be to a three (3) year term and all officers shall be limited to two consecutive three-year terms. Any man who is a member in good standing of an ELCA congregation is eligible for election as an officer provided that he has given permission to be nominated.

Section 5.2. The duties of the officers of this corporation shall be:

- a. President - the President shall be the Chief Executive Officer of the corporation, chairman of the Executive Committee and chairman of the Board of Directors. In addition, he shall perform such other duties as may be assigned by the Board of Directors.
- b. Vice President - the Vice President shall act in the absence, disability or resignation of the President. The Vice President shall perform such other duties as assigned by the President or the Board of Directors.
- c. Secretary - the Secretary shall attend meetings of the Board of Directors and keep the minutes of such meetings, give notices, prepare any necessary certified copies of corporate records, and perform such other duties as may be assigned by the Board of Directors.
- d. Treasurer - the Treasurer shall be responsible for the financial records of the corporation. The Treasurer shall perform such other duties as may be assigned by the Board of Directors.

Section 5.3. All officers shall serve without compensation for their duties as an officer; however, they shall be entitled to reimbursement for reasonable expenditures made for or on behalf of LMM, or reasonable travel expenses incurred while traveling to or from meetings or on other business on behalf of LMM.

Section 5.4. Any officer may be removed, with or without cause, by a 2/3 vote of the Board of Directors at a duly held meeting of the Board of Directors for which notice stating such purpose has been given.

Section 5.5. A vacancy in an office ~~may be filled by the Executive Committee on an interim basis, subject to ratification by the Board of Directors at its next meeting. Such appointment shall be for the unexpired term of the officer vacating the office and shall be held until the next triennial LMM Assembly. Any person named to fill an unexpired term of an officer shall be entitled to stand for election at the next triennial LMM Assembly and if elected, shall be entitled to serve the maximum two consecutive three-year terms in that office.~~

Deleted: because of death, resignation or removal

ARTICLE VI

STANDARD OF CARE AND DEALING WITH OTHER
CORPORATIONS AND ORGANIZATIONS

Section 6.1. It is the responsibility of each officer and director of this corporation to discharge his duties as a director in good faith, in a manner the person reasonably believes to be in the best interests of this corporation, and with the care an ordinarily prudent person in a like position would exercise under similar circumstances.

Section 6.2. A contract or other transaction between this corporation and one or more of its Board of Directors, or between this corporation and an organization in or of which one or more of the members of this corporation's Board of Directors are directors, officers or legal representatives or have a material financial interest, is not void or voidable because the director of directors or the other organizations are parties or because the director of directors are present at the meeting of the Board of Directors at which the contract or transaction is authorized, approved or ratified, if:

- a. The contract or transaction was, and the person asserting the validity of the contract or transaction sustains the burden of establishing that the contract or transaction was, fair and reasonable as to the corporation at the time it was authorized, approved or ratified; or
- b. The material facts as to the contract or transaction and as to the director's or directors' interest are fully disclosed or known to the Board of Directors, and the Board of Directors authorizes, approves or ratifies the contract or transaction in good faith by a majority of the Board of Directors, but the interested director or directors shall recuse himself/themselves).

For the purpose of this Section:

- a. A director does not have a material financial interest in a resolution fixing the compensation of the Executive Director or fixing the compensation of another director as a director, officer, employee or agent of the corporation, even though the first director is also receiving compensation from the corporation; and
- b. A director has a material financial interest in each organization in which the director, or the spouse, parents, children and spouses of children, brothers and sisters and spouses of brothers and sisters of the directors, or any combination of them with a material financial interest.

ARTICLE VII

INCOME AND DISBURSEMENTS

Section 7.1. Any dues, contributions, grants, bequests or gifts made to the corporation shall be accepted or collected only as authorized by the Board of Directors.

Section 7.2. All funds of the corporation shall be deposited to the credit of the corporation under such conditions and in such financial institutions as shall be designated by the Board of Directors.

Section 7.3. All contracts, checks and orders for the payment, receipt or deposit of money, and access to securities of the corporation, shall be as provided by the Board of Directors.

Section 7.4. A three year financial plan of estimated income, expense and capital expenditures shall be approved by the Board of Directors and presented to the voting members present at the triennial LMM Assembly. A simple majority of the total votes cast shall be sufficient for the passage of the financial plan.

Section 7.5. Title to all property shall be held in the name of the corporation.

Section 7.6. A summary report of the financial operation of the corporation shall be made by the Treasurer at least annually to the Board of Directors.

ARTICLE VIII

INDEMNIFICATION

Section 8.1 To the full extent permitted by the Minnesota Nonprofit Corporation Act as amended from time to time, or by other provisions of law, each person who was or is a party or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, wherever or by whomever brought (including any such proceeding, by or in the right of the corporation), whether civil, criminal, administrative or investigative, by reason of the fact that he is or was a member, director or officer of the corporation, or he or she is or was serving at the specific request of the Board of Directors of the corporation as a director, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise, shall be indemnified by the corporation by the affirmative vote of a majority of the Board of Directors present at a duly held meeting of the Board for which notice stating such purpose has been given against expenses, including attorneys' fees, judgments, fines and amounts paid in settlement actually and reasonably incurred by such person in connection with such action, suit or proceeding; provided, however, that the indemnification with respect to a person who is or was serving as a director, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise shall apply only to the extent such person is not indemnified by such other corporation, partnership, joint venture, trust or other enterprise.

Section 8.2 The indemnification provided by this Article shall inure to the benefit of the heirs, executors and administrators of such person and shall apply whether or not the claim against such person arises out of matters occurring before the adoption of this provision by the Bylaws.

ARTICLE IX

AMENDMENT OF BYLAWS

Section 9.1 The delegates at the triennial LMM Assembly may from time to time adopt, make changes to, or repeal any of the Bylaws of this corporation provided such changes are necessary for LMM to properly carry out its programs and/or activities, provided such changes do not permit or require the corporation to endanger its tax-exempt status in any manner. Any changes must be adopted by no less than a 2/3rds majority vote of the voting delegates present at the triennial LMM Assembly or an interim Assembly at which such changes are proposed.

Section 9.2 Copies of all proposed changes must be provided to all registered delegates attending any meeting at which such changes will be voted upon at least thirty (30) calendar days in advance of the meeting so that the delegates will have sufficient time in which to consider such proposed changes.

Section 9.3 Copies of any amendments to the Bylaws will be provided to the appropriate unit of the ELCA.

Deleted: ARTICLES OF

Deleted: INCORPORATION

Deleted: AND

Deleted: Articles of Incorporation or the

Deleted: Office of the Bishop

ARTICLE X

GIFT ACCEPTANCE POLICY

Section 10.1 All gifts or contributions of any kind, whether money, stocks, bonds, real estate, cars, boats, or any other thing of value will be accepted by LMM only for the use of LMM in carrying out its exempt activities. Further, all contributions or donations will be accepted only on the condition that LMM alone will exercise complete control over how the gift or donation or any and all income realized from the investment or sale of the item(s) donated will be utilized.

Section 10.2 Further rules and guidelines may be developed as necessary to govern the receipt of non-cash donations and contributions. If developed and adopted by the Board of Directors, such rules and guidelines will become part of an LMM operations manual. Copies of such rules and guidelines will be made available to any potential donor at his or her request.

ARTICLE XI

DISSOLUTION

Section 11.1 At any duly constituted meeting of the Board of Directors, by a 2/3rds vote, the Board of Directors may vote to dissolve LMM provided that a written notice of this proposed action shall have been given at a previous meeting of the Board of Directors, and provided further that the proposed dissolution shall have been published together with an announcement soliciting comments in an ELCA publication that is available to the ~~participants~~ of LMM or shall have been sent to the membership by other means. The final vote must be at least ninety (90) days after publication.

Deleted: membership

Secretary

Date adopted: _____

**BYLAWS OF
LUTHERAN MEN IN MISSION**

This instrument constitutes the Bylaws of **LUTHERAN MEN IN MISSION (LMM)**, adopted by the Board of Directors for the purpose of regulating and managing the internal affairs of the corporation, and is subject to ratification by the voting delegates at the next triennial LMM Assembly.

ARTICLE I

CORPORATE SEAL

Section 1. This corporation shall not have a seal.

ARTICLE II

PARTICIPANTS

Section 2.1. A participant in Lutheran Men in Mission shall be any male Christian who belongs to a Lutheran congregation that subscribes to the Unaltered Augsburg Confession and accepts the confessional writings in the Book of Concord.

Section 2.2. For the purposes of these Bylaws, Region is to be defined as the geographical grouping of Synods as determined by the ELCA, and Synods shall be those states or portions of states as determined by the ELCA.

Section 2.3. Any action or approval of the members of a corporation which would otherwise be required by the terms of any agreement to which this corporation is a party, or by which this corporation is bound, or by the provisions of any law, rule or regulation to which this corporation is subject, requires only action or approval of the Board of Directors subject to the ratification of such actions by the voting delegates at the triennial LMM Assembly.

ARTICLE III

LUTHERAN MEN IN MISSION TRIENNIAL ASSEMBLY

Section 3.1. The triennial LMM Assembly shall be the highest legislative authority and shall deal with all matters necessary to implement the vision and mission of this organization.

Section 3.2. LMM shall meet in Assembly every three years.

Section 3.3. The time and place of each LMM Assembly shall be determined by the Board of Directors.

Section 3.4. The Secretary shall give notice of the time and place of the triennial LMM Assembly by publication at least 60 days in advance in LMM's periodical and by written notice and/or electronic communication at least 60 days in advance to all active synod units and Bishops of all synods.

Section 3.5. The delegates to the triennial LMM Assembly shall consist of the current LMM officers, the Board of Directors and not more than six (6) delegates from each synod. An additional 18 delegates, consisting of up to 2 delegates from each of the geographic Regions, may be appointed by the Executive Committee to represent other Lutheran Church bodies. Delegates will continue to serve as a delegate until the next triennial Assembly.

Section 3.6. Each Synod Unit of LMM, according to its protocol, shall determine synod delegates. Should there not be an active unit in a synod, the Bishop of that synod or his or her representative shall be requested to appoint delegates to represent that synod.

Section 3.7. At the triennial LMM Assembly the delegates shall elect the LMM officers and members of the Board of Directors; shall approve a three-year ministry plan and a three-year financial plan; and shall consider and take appropriate action on all matters properly submitted to the Assembly.

Section 3.8. The delegates from each region present at the triennial LMM Assembly shall caucus and elect a member to the Board of Directors from that region. The additional delegates as defined in Section 3.5 shall also caucus and elect a member to the Board of Directors. Any man satisfying Section 2.1 is eligible for election provided he has given permission to be nominated.

Section 3.9. All persons elected to the Board of Directors shall serve a three-year term and may not serve more than two full consecutive terms.

Section 3.10. The President, with the approval of the Board of Directors, shall appoint all committees and a Parliamentarian for the triennial LMM Assembly.

Section 3.11. Roberts Rules of Order, latest edition, shall govern the proceeding of the triennial LMM Assembly or interim Assembly.

Section 3.12. Should the Board of Directors determine a need for an interim Assembly prior to the next triennial Assembly, such an assembly may be conducted by means other than physical presence provided that all protocols for discussion and voting ensure equal access and participation by all delegates. Written notification of all business to be considered at this Assembly shall be provided to all voting delegates by written or electronic communication at least 60 days prior to the date of the interim Assembly as determined by the Board of Directors. A quorum for the proper conduct of business is a majority of the registered delegates at the previous triennial Assembly.

ARTICLE IV

BOARD OF DIRECTORS

Section 4.1. The business and charitable affairs of the corporation shall be managed by or under the direction of a Board of Directors elected by the duly elected or appointed delegates to the triennial LMM Assembly under the procedures set forth in Section 3.7 above.

Section 4.2. The Board of Directors shall consist of up to 19 members (Directors) including the four duly elected officers of LMM, the Executive Director, the members elected from each region under the provisions of Section 3.8, above, all of whom shall have voice and vote. Up to 4 At-Large members will be appointed by the Board to encourage diversity of age and ethnicity, all of whom shall have voice and vote. The At-Large Board member term will be 1 year and can be renewed annually for up to 5 additional years. In addition, there may be Advisory members from other organizations who shall have voice but no vote.

Section 4.3. At all meetings of the Board of Directors a majority of the members shall be necessary and sufficient to constitute a quorum for the transaction of business.

Section 4.4. Except where otherwise required by law, the Articles of Incorporation or these bylaws, the affirmative vote of a majority of the directors present at a duly held meeting shall be sufficient for any action.

Section 4.5. Voting by proxy or absentee ballot is not permitted at any meeting of the Board of Directors.

Section 4.6. The Board of Directors may participate in and act at any meeting through the use of a conference call or other communications equipment by means of which all persons participating in the meeting can communicate with each other. Participation in such meeting shall constitute attendance in person at the meeting of the person or persons so participating.

Section 4.7. The Board of Directors shall have regular meetings at such places and times as it shall establish. The annual meeting of the Board of Directors shall be held at such time and place as designated by the Board.

Section 4.8. The Executive Committee of the Board of Directors shall be composed of the four officers and shall conduct the business of the corporation between Board meetings and shall serve as the Personnel Committee of this corporation.

Section 4.9. A Director may resign at any time by giving written notice of his resignation to the corporation. The resignation is effective when received by the corporation, unless a later date is agreed upon with the President.

Section 4.10. A Director may be removed from office, with or without cause, by the affirmative vote of a majority of the Board of Directors provided that not less than ten (10) and not more than thirty (30) days' notice of such meeting shall be given to each Director and the notice must state that removal of such Director is to be on the agenda for the meeting.

Section 4.11. In the event of a vacancy of a Director position, a successor to fill the unexpired term shall be named by the remaining Board members under the following procedures: If the vacancy is one of the regional positions on the Board, the person selected to fill the vacant position shall be from that region. The Board shall solicit nominations from the current delegates of that region. The Board shall then name the successor. The successor shall serve in that office until the next triennial LMM Assembly at which time, if he so desires, he can stand for election to that vacancy in the normal manner. He shall then be eligible to serve for two full three-year terms if he so desires and is elected by the voting delegates at the next triennial LMM Assembly.

Section 4.12. Special meetings of the Board of Directors may be called at any time upon request of the President or a majority of the Directors, provided that any such request shall specify the purpose or purposes for the meeting. The President shall set the date for the special meeting within five (5) working days of making or receiving such request and shall give not less than ten (10) nor more than thirty (30) days' written notice of the time, place and purpose of such special meeting.

Section 4.13. The Board of Directors may establish one or more committees having the authority of the Board in the management of the business of the corporation to the extent determined by the Board.

Section 4.14. The Board of Directors may hold their meetings at such places as a majority of the Directors then in office may from time to time select. The dates, times and locations of the meetings will be set by the President in consultation with the Executive Director.

Section 4.15. Whenever under the provisions of these bylaws written notice is required to be given to any Director, it shall be construed to require personal notice, but such notice may be given in writing delivered by , US Postal Service or courier service. Such notice shall be provided in a post-paid, sealed envelope addressed to such Director at his last known address and such notice shall be deemed to have been given at the time when thus mailed.

Section 4.16. Directors shall not be compensated for their duties as directors, except that a Director may be reimbursed for reasonable expenses incurred on behalf of LMM.

Section 4.17. In order to provide for the carrying-on of the LMM organization's business and carry out its mission and purpose on a day-to-day basis, the Executive Director shall have the authority and responsibility of hiring and employing staff, as defined below, and engaging in other contractual arrangements in accordance with the constitution, bylaws, and personnel practices of the ELCA.

Section 4.18. The staff of LMM shall consist of an Executive Director and such staff positions as the Executive Committee determines is required and will be under the personnel and financial policies of the ELCA churchwide organization as administered by the ELCA churchwide office. There will be an annual review of the Executive Director by the Executive Committee and an annual review of other staff positions by the Executive Director. The Board will request that the ELCA provide benefits and pension through the ELCA Board of Pensions. The Board will obtain Worker's Compensation insurance for LMM staff. The Executive Director shall be responsible for the oversight and control of the day-to-day activities of any and all such staff employed. The Executive Director shall be the Chief Operating Officer of the corporation and shall carry out the policies of the organization and work collegially with the staff. The Executive Director shall work interdependently with ELCA units, and with the leaders of other men's ministry organizations, both domestic and foreign, as the opportunities to do so present themselves. In addition, the Executive Director shall perform other duties that may be assigned by the Board.

ARTICLE V

OFFICERS

Section 5.1. The officers of the corporation shall be a President, Vice President, Secretary, and Treasurer. These officers shall be elected at the triennial LMM Assembly. Such election shall be to a three (3) year term and all officers shall be limited to two consecutive three-year terms. Any man who is a member in good standing of an ELCA congregation is eligible for election as an officer provided that he has given permission to be nominated.

Section 5.2. The duties of the officers of this corporation shall be:

- a. President - the President shall be the Chief Executive Officer of the corporation, chairman of the Executive Committee and chairman of the Board of Directors. In addition, he shall perform such other duties as may be assigned by the Board of Directors.
- b. Vice President - the Vice President shall act in the absence, disability or resignation of the President. The Vice President shall perform such other duties as assigned by the President or the Board of Directors.
- c. Secretary - the Secretary shall attend meetings of the Board of Directors and keep the minutes of such meetings, give notices, prepare any necessary certified copies of corporate records, and perform such other duties as may be assigned by the Board of Directors.
- d. Treasurer - the Treasurer shall be responsible for the financial records of the corporation. The Treasurer shall perform such other duties as may be assigned by the Board of Directors.

Section 5.3. All officers shall serve without compensation for their duties as an officer; however, they shall be entitled to reimbursement for reasonable expenditures made for or on behalf of LMM, or reasonable travel expenses incurred while traveling to or from meetings or on other business on behalf of LMM.

Section 5.4. Any officer may be removed, with or without cause, by a 2/3 vote of the Board of Directors at a duly held meeting of the Board of Directors for which notice stating such purpose has been given.

Section 5.5. A vacancy in an office may be filled by the Executive Committee on an interim basis, subject to ratification by the Board of Directors at its next meeting. Such appointment shall be for the unexpired term of the officer vacating the office and shall be held until the next triennial LMM Assembly. Any person named to fill an unexpired term of an officer shall be entitled to stand for election at the next triennial LMM Assembly and if elected, shall be entitled to serve the maximum two consecutive three-year terms in that office.

ARTICLE VI

STANDARD OF CARE AND DEALING WITH OTHER
CORPORATIONS AND ORGANIZATIONS

Section 6.1. It is the responsibility of each officer and director of this corporation to discharge his duties as a director in good faith, in a manner the person reasonably believes to be in the best interests of this corporation, and with the care an ordinarily prudent person in a like position would exercise under similar circumstances.

Section 6.2. A contract or other transaction between this corporation and one or more of its Board of Directors, or between this corporation and an organization in or of which one or more of the members of this corporation's Board of Directors are directors, officers or legal representatives or have a material financial interest, is not void or voidable because the director of directors or the other organizations are parties or because the director of directors are present at the meeting of the Board of Directors at which the contract or transaction is authorized, approved or ratified, if:

- a. The contract or transaction was, and the person asserting the validity of the contract or transaction sustains the burden of establishing that the contract or transaction was, fair and reasonable as to the corporation at the time it was authorized, approved or ratified; or
- b. The material facts as to the contract or transaction and as to the director's or directors' interest are fully disclosed or known to the Board of Directors, and the Board of Directors authorizes, approves or ratifies the contract or transaction in good faith by a majority of the Board of Directors, but the interested director or directors shall recuse himself/themselves).

For the purpose of this Section:

- a. A director does not have a material financial interest in a resolution fixing the compensation of the Executive Director or fixing the compensation of another director as a director, officer, employee or agent of the corporation, even though the first director is also receiving compensation from the corporation; and
- b. A director has a material financial interest in each organization in which the director, or the spouse, parents, children and spouses of children, brothers and sisters and spouses of brothers and sisters of the directors, or any combination of them with a material financial interest.

ARTICLE VII

INCOME AND DISBURSEMENTS

Section 7.1. Any dues, contributions, grants, bequests or gifts made to the corporation shall be accepted or collected only as authorized by the Board of Directors.

Section 7.2. All funds of the corporation shall be deposited to the credit of the corporation under such conditions and in such financial institutions as shall be designated by the Board of Directors.

Section 7.3. All contracts, checks and orders for the payment, receipt or deposit of money, and access to securities of the corporation, shall be as provided by the Board of Directors.

Section 7.4. A three year financial plan of estimated income, expense and capital expenditures shall be approved by the Board of Directors and presented to the voting members present at the triennial LMM Assembly. A simple majority of the total votes cast shall be sufficient for the passage of the financial plan.

Section 7.5. Title to all property shall be held in the name of the corporation.

Section 7.6. A summary report of the financial operation of the corporation shall be made by the Treasurer at least annually to the Board of Directors.

ARTICLE VIII

INDEMNIFICATION

Section 8.1 To the full extent permitted by the Minnesota Nonprofit Corporation Act as amended from time to time, or by other provisions of law, each person who was or is a party or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, wherever or by whomever brought (including any such proceeding, by or in the right of the corporation), whether civil, criminal, administrative or investigative, by reason of the fact that he is or was a member, director or officer of the corporation, or he or she is or was serving at the specific request of the Board of Directors of the corporation as a director, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise, shall be indemnified by the corporation by the affirmative vote of a majority of the Board of Directors present at a duly held meeting of the Board for which notice stating such purpose has been given against expenses, including attorneys' fees, judgments, fines and amounts paid in settlement actually and reasonably incurred by such person in connection with such action, suit or proceeding; provided, however, that the indemnification with respect to a person who is or was serving as a director, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise shall apply only to the extent such person is not indemnified by such other corporation, partnership, joint venture, trust or other enterprise.

Section 8.2 The indemnification provided by this Article shall inure to the benefit of the heirs, executors and administrators of such person and shall apply whether or not the claim against such person arises out of matters occurring before the adoption of this provision by the Bylaws.

ARTICLE IX

AMENDMENT OF BYLAWS

Section 9.1 The delegates at the triennial LMM Assembly may from time to time adopt, make changes to, or repeal any of the Bylaws of this corporation provided such changes are necessary for LMM to properly carry out its programs and/or activities, provided such changes do not permit or require the corporation to endanger its tax-exempt status in any manner. Any changes must be adopted by no less than a 2/3rds majority vote of the voting delegates present at the triennial LMM Assembly or an interim Assembly at which such changes are proposed.

Section 9.2 Copies of all proposed changes must be provided to all registered delegates attending any meeting at which such changes will be voted upon at least thirty (30) calendar days in advance of the meeting so that the delegates will have sufficient time in which to consider such proposed changes.

Section 9.3 Copies of any amendments to the Bylaws will be provided to the appropriate unit of the ELCA.

ARTICLE X

GIFT ACCEPTANCE POLICY

Section 10.1 All gifts or contributions of any kind, whether money, stocks, bonds, real estate, cars, boats, or any other thing of value will be accepted by LMM only for the use of LMM in carrying out its exempt activities. Further, all contributions or donations will be accepted only on the condition that LMM alone will exercise complete control over how the gift or donation or any and all income realized from the investment or sale of the item(s) donated will be utilized.

Section 10.2 Further rules and guidelines may be developed as necessary to govern the receipt of non-cash donations and contributions. If developed and adopted by the Board of Directors, such rules and guidelines will become part of an LMM operations manual. Copies of such rules and guidelines will be made available to any potential donor at his or her request.

ARTICLE XI

DISSOLUTION

Section 11.1 At any duly constituted meeting of the Board of Directors, by a 2/3rds vote, the Board of Directors may vote to dissolve LMM provided that a written notice of this proposed action shall have been given at a previous meeting of the Board of Directors, and provided further that the proposed dissolution shall have been published together with an announcement soliciting comments in an ELCA publication that is available to the participants of LMM or shall have been sent to the membership by other means. The final vote must be at least ninety (90) days after publication.

Secretary

Date adopted: _____

**RESOLUTIONS
OF THE
BOARD OF TRUSTEES
OF
LUTHERAN MEDICAL CENTER**

WHEREAS, the Board of Trustees of Lutheran Medical Center (“LMC”) desires to amend its Constitution and By-Laws in order to accurately set forth the manner in which representatives of Sunset Park Health Council, Inc. shall be elected to the Board of Trustees, all as more particularly set forth in Exhibit 1 attached hereto.

Now, Therefore, Be It

RESOLVED, that the Board of Trustees hereby approves and adopts the amendments to the Constitution and By-Laws of Lutheran Medical Center as set forth in Exhibit 1 attached hereto; and be it further

RESOLVED, that the Chief Executive Officer and her designees shall present these amendments to the Evangelical Lutheran Church in America and take any and all other actions necessary to effectuate the implementation of these resolutions.

This page left intentionally blank

EXHIBIT 1

ARTICLE V TRUSTEES AND THEIR ELECTION

Section 1.

(a) A Board of Trustees shall consist of not less than twelve nor more than thirty-four persons, approximately one-third (1/3) of whom shall be elected at each Annual Meeting. They shall hold office for three years and until their successors have been elected. The Trustees serving at the time this amendment is adopted shall be divided at the designation of the Nominations Committee into three groups approximately equal in size. The first group shall serve an initial term of one year; the remaining groups shall serve initial terms expiring at successive one-year intervals after the first year. Thereafter, at its Annual Meeting, or Special Meeting, the sole voting member of the Corporation shall elect individuals to fill the then-existing vacancies on the Board. Each elected Trustee shall hold office for a term of three years and until a successor is duly elected, unless the Trustee sooner resigns or is removed pursuant to Article V., Section 2 of this Constitution.

(b) At least 25% of the membership of the Board of Trustees shall be members of a congregation of a Lutheran Church, including the bishop of the Metropolitan New York Synod of the Evangelical Lutheran Church in America who shall be an ex officio voting member of the Board, with the understanding that the Nominations Committee and the Board shall make all reasonable efforts to maintain the Lutheran percentage as close to 50% as feasible, recognizing the need to also reflect the diversity of the community on the Board and to recruit Trustees with the skills and resources to support the Corporation. Three members of the Board shall be nominated by comprised of members of the board of directors of Sunset Park Health Council, Inc. (SPHC), as follows. Following each annual meeting of SPHC for the election of its directors and officers, the President of SPHC, who shall be an ex officio voting member of the Board of Trustees, shall nominate for election to the Board of Trustees two additional SPHC directors. Following approval of such nominations by the Board, the SPHC members shall be presented to the sole voting member for election.

(c) To be eligible for Board membership, a trustee candidate shall (a) exemplify basic qualities of honesty, integrity, justice, and sound moral character; (b) be committed to uphold the purposes, philosophy and general policy of the Corporation as stated in the Constitution and By Laws and have the willingness and ability to devote necessary time to Board activities and be able to apply realistically experience and expertise to make decisions objectively, and (c) recognize the confidential character of information discussed at Board meetings and strive to avoid the appearance of any conflict of interest. The President and Chief Executive Officer of the Corporation shall be an ex officio voting member of the Board.

This page left intentionally blank

**BYLAWS
OF
ENDOWMENT FUND OF THE EVANGELICAL LUTHERAN CHURCH IN
AMERICA**

ARTICLE 1

Principal Office

The principal office of this corporation, at which the general business of this corporation shall be transacted and where the records of this corporation shall be kept, shall be at such place as shall be fixed from time to time by duly adopted resolutions of the Board of Trustees. Until otherwise fixed by the Board of Trustees, the principal office shall be at 8765 West Higgins Road, Chicago, Illinois 60631.

ARTICLE 2

Board of Trustees

SECTION 2.1 Number and method of election. The Board of Trustees of this corporation shall consist of at least nine persons, ~~but not more than twelve~~ persons, elected by the Church Council ~~of the Evangelical Lutheran Church in America~~. The members of the Board of Trustees shall be elected by the Church Council from a slate of candidates approved and submitted by a committee selected by such means as the Church Council directs.

SECTION 2.2 Terms. Individuals elected by the Church Council to serve ~~six~~ year terms as trustees of this corporation shall be divided into three classes as nearly equal in number as possible, so that the terms of office of one-third of the members of the Board of Trustees shall expire every second year, ~~at the conclusion of the regular Fall meeting of the Church Council of the Evangelical Lutheran Church in America~~. A member of the Board of Trustees shall hold office for the term for which he or she was elected through the end of the meeting at which his or her successor has been elected and until such successor has qualified, or until the member's prior death, resignation or removal. A ~~period of at least two years~~ shall have elapsed between the expiration of a member's term of office and the commencement of the member's next term of office, if any. Any member of the Board of Trustees may be removed by the Secretary of ~~the~~ ELCA upon two successive absences that have not been excused by the board. Any vacancy occurring because of the death, resignation or removal

Deleted: he initial Board of Trustees of this corporation shall consist of the persons designated in the Articles of Incorporation of this corporation, who shall serve until the times indicated in the Articles of Incorporation. Thereafter, and until such times as the Church Council of the Evangelical Lutheran Church in America ("ELCA") determines that this corporation is ready to commence activities as an operating entity, the Board of Trustees of this corporation shall consist of the individuals who hold the following positions in ELCA: Executive for Administration, Executive Director of the ELCA Foundation, Secretary, Treasurer, and General Counsel. From and after such time as the Church Council determines that this corporation is ready to commence activities as an operating entity, t

Deleted: , and

Deleted: thirteen

Deleted: The provisions of this Section 2.2 shall become effective at the time that the Church Council determines that this corporation is ready to commence activities as an operating entity.

Deleted: , all such terms expiring

Deleted: first regular

Deleted: after each regular meeting of the Churchwide Assembly

Deleted: member who has served less than three years shall be eligible for reelection; otherwise, a

Formatted: Font: 11 pt

Formatted: Font: 11 pt

Deleted: -2-

of a member of the Board of Trustees shall be filled by the Church Council of the ELCA for the unexpired term of such member of the Board of Trustees.

Deleted: Any member of the Board of Trustees elected by the Church Council because of an increase in the number of members of the Board of Trustees shall be assigned to one of the three classes are herein provided.

SECTION 2.3 Advisory members. The following persons shall serve as advisory members of the Board of Trustees of this corporation, without vote:

a. The ~~presiding b~~ishop of the ELCA, or the ~~presiding b~~ishop's designated representative;

Deleted: B

Deleted: B

~~b.~~ The Treasurer of the ELCA;

Deleted: ¶
... b. . . A representative with stewardship responsibilities in the Division for Congregational Ministries of the ELCA; ¶

~~c.~~ A synodical bishop elected by the Conference of Bishops of the ELCA; and

Deleted: c

Deleted: d

~~d.~~ Such other persons as may be designated by the Board of Trustees.

Deleted: e

ARTICLE 3

Meetings of the Board of Trustees

SECTION 3.1 Annual meeting. The annual meeting of the Board of Trustees for the purpose of electing officers, ~~hearing a report on the activities and financial condition of the corporation,~~ and transacting such other business as may properly come before the meeting, ~~as may be raised consistent with the notice of meeting requirements,~~ shall ~~take place~~ at the time and place designated from time to time by the Board of Trustees. If the Board of Trustees does not fix a different time or place, such meeting shall be held at 1:00 P.M., Central time, on the third Saturday in ~~October~~ at the principal office of this corporation.

Deleted: Bia

Deleted: bi

Deleted: be held in the months of December or January following the conclusion of the first regular meeting of the Church Council after each regular meeting of the Churchwide Assembly

Deleted: January

SECTION 3.2 Other meetings. Other meetings of the Board of Trustees may be held at such time and place as are announced at a previous meeting of the Board of Trustees. Meetings of the Board of Trustees may also be called at any time (a) by the Chairperson, (b) by the President, (c) by the Board of Trustees, or (d) upon the written request of four or more members of the Board of Trustees. Anyone entitled to call a meeting of the Board of Trustees may make a written request to the Secretary to call the meeting, and the Secretary shall give notice of the meeting, setting forth the time, place and purpose thereof, to be held between five and thirty days after receiving the request. If the Secretary fails to give notice of the meeting within seven days from the day on which the request was made, the person or persons who requested the meeting may fix the date, time and place of the meeting and give notice in the manner hereinafter provided.

SECTION 3.3 Notice of meetings. Notice of each meeting of the Board of Trustees for which notice is required, and of each annual meeting, stating the date, time, place and purpose thereof shall be given to all trustees by electronic communication or in person, including by telephone, at least two days before the meeting, or shall be mailed to each trustee at least five days before the meeting. A trustee may be given notice by electronic communication only if the trustee has previously consented to receive notice in such form of electronic communication. All such notices not given in person shall be sent to the trustee at his or her postal or electronic address according to the latest available records of this corporation. Any member of the Board of Trustees may waive notice of a meeting before, at or after the meeting, orally, in writing, by electronic communication, or by attendance. Attendance at a meeting is deemed a waiver unless the member objects at the beginning of the meeting to the transaction of business because the meeting is not lawfully called or convened, or objects before a vote on an item of business because the item may not lawfully be considered at that meeting and does not participate in the consideration of the item at that meeting.

Deleted: Written n

Deleted: written

Deleted: mailed, postage prepaid, not less than

Deleted: nor more than thirty

Deleted: , excluding the day of the meeting, to each member of the Board of Trustees

Deleted: at his or her address according to the last

Deleted: the member

Deleted: in the

SECTION 3.4 Quorum and voting. The presence of a majority of the members of the Board of Trustees shall constitute a quorum at any meeting thereof, but the members present at any meeting, although less than a quorum, may adjourn the meeting from time to time. Advisory members shall not be taken into account in determining whether a quorum is present at a meeting of the Board of Trustees. At all meetings of the Board of Trustees, each member, other than advisory members, shall be entitled to cast one vote on any question coming before the meeting. A majority vote of the members present at any meeting of the Board of Trustees, if there be a quorum, shall be sufficient to transact any business, unless a greater number of votes is required by law or these Bylaws. A member shall not appoint a proxy for himself or herself or vote by proxy at a meeting of the Board of Trustees. A member who is present at a meeting of the Board of Trustees when an action is approved by the Board of Trustees is presumed to have assented to the action unless the member votes against the action or is prohibited from voting on the action.

SECTION 3.5 Adjourned meetings. When a meeting of the Board of Trustees is adjourned to another time or place, notice of the adjourned meeting need not be given other than by announcement at the meeting at which adjournment is taken.

SECTION 3.6 Written action. An action required or permitted to be taken at a meeting of the members may be taken without a meeting by written action signed, or consented to by authenticated electronic communication, by all of the members entitled to vote on that action. The written action is effective when it has been signed, or consented to by authenticated electronic communication, by all of those members, unless a different effective time is provided in the written action.

Deleted: y action that could be taken at a meeting of the Board of Trustees may be taken by written action signed by all of the members of the Board of Trustees.

Formatted: Font: 11 pt

Formatted: Font: 11 pt

Deleted: -2-

SECTION 3.7 Remote communication for meetings. Members of the Board of Trustees may participate in meetings via remote communication if notice requirements are met. Remote communication includes conference telephone or such other means of remote communication that may be authorized by the Board of Trustees, in each case through which each trustee so participating and all trustees physically participating at the meeting may communicate with each other on a substantially simultaneous basis. Participation in a meeting by remote communication constitutes presence at the meeting.

Formatted: Underline

SECTION 3.8 Conflicts of interest. This corporation shall not enter into any contract or transaction with (a) one or more of the members of its Board of Trustees, (b) a director of a related organization (within the meaning of Minnesota Statutes, section 317A.011, subd. 18), or (c) an organization in or of which a member of the Board of Trustees is a director, officer or legal representative or has a material financial interest (other than the ELCA, and its synods, congregations, institutions, and agencies); unless the material facts as to the contract or transaction and as to the member's interest are fully disclosed or known to the Board of Trustees, and the Board of Trustees authorizes, approves, or ratifies the contract or transaction in good faith by the affirmative vote (without counting the interested member) of a majority of the entire Board of Trustees, at a meeting at which there is a quorum without counting the interested member. Failure to comply with the provisions of this Section 3.8 shall not invalidate any contract or transaction to which this corporation is a party.

Deleted: 7

Deleted: 7

ARTICLE 4

Officers

SECTION 4.1 Tenure of office. The officers of this corporation shall be a Chairperson, a Vice Chairperson, a President, a Secretary, a Treasurer and such other officers as the Board of Trustees may from time to time designate. Officers other than the President shall be elected by the Board of Trustees to serve for terms of one year and until their respective successors are chosen and have qualified. Any officer other than the President may at any time be removed by the Board of Trustees with or without cause. The same person may hold more than one office at the same time, except the offices of (a) President and Chairperson and (b) President and Vice Chairperson. The Chairperson, Vice Chairperson, and Secretary shall be members of the Board of Trustees, but other officers need not be members of the Board of Trustees.

SECTION 4.2 Chairperson. The Chairperson shall preside at all meetings of the Board of Trustees and the Executive Committee, if one is appointed. He or she shall oversee all operations of the Board of Trustees, and shall have such additional powers and duties as may be determined from time to time by the Board of Trustees.

SECTION 4.3 Vice Chairperson. The Vice Chairperson shall perform the duties of the Chairperson in case of the latter's absence or disability.

SECTION 4.4 President. The President shall be the chief executive officer of this corporation. He or she shall be responsible for the general supervision, direction and management of the affairs of this corporation. He or she may execute on behalf of this corporation all contracts, deeds, conveyances and other instruments in writing which may be required or authorized by the Board of Trustees for the proper and necessary transaction of the business of this corporation. The President shall be elected to a four-year term by the Board of Trustees in consultation with, and with the approval of, the presiding bishop of the ELCA. The President shall be eligible for reelection. Each candidate for the office of President shall be nominated by the presiding bishop of the ELCA after consultation with the Executive Committee of this corporation. The President may be an employee of this corporation. The President's performance shall be reviewed annually by the Board of Trustees and the presiding bishop of the ELCA. The employment of the President may be terminated jointly by the presiding bishop of the ELCA and the Board of Trustees, following a recommendation of termination from the Executive Committee, if one is then in existence.

Deleted: The President shall also serve as an advisory member of the board of the ELCA's Division of Congregational Ministries.

Deleted: Bishop

Deleted: may

Deleted: elected to serve consecutive terms

Deleted: jointly

Deleted: B

Deleted: and a search c

Deleted: shall

Deleted: B

Deleted: B

SECTION 4.5 Secretary. The Secretary shall provide for the keeping of accurate minutes of all meetings and shall be responsible for the custody of the records, documents and papers of this corporation. He or she shall provide for the keeping of proper records of all transactions of this corporation. He or she shall have and may exercise any and all other powers and duties pertaining by law, regulation or practice to the office of Secretary, or imposed by these Bylaws. He or she shall also perform such other duties as may be assigned to him or her from time to time by the Board of Trustees.

SECTION 4.6 Assistant Secretary. The Board of Trustees in its discretion may elect an Assistant Secretary, who shall perform the duties and assume the responsibilities of the Secretary as above set forth under the general direction of the Secretary or the President.

SECTION 4.7 Treasurer. The Treasurer shall provide for the maintenance of accurate financial records for this corporation and safeguarding the assets of this corporation. He or she shall present a report of this corporation's financial transactions and status to the Board of Trustees at its annual meeting, and shall from time to time make such other reports to the Board of Trustees as it may require. The Treasurer shall perform such other duties as may be assigned to him or her from time to time by the Board of Trustees.

Formatted: Font: 11 pt

Formatted: Font: 11 pt

Deleted: -2-

SECTION 4.8 Assistant Treasurer. The Board of Trustees in its discretion may elect an Assistant Treasurer who shall perform the duties and assume the responsibilities of the Treasurer as above set forth under the general direction of the Treasurer or the President.

SECTION 4.9 Additional powers. Any officer of this corporation, in addition to the powers conferred upon him or her by these Bylaws, shall have such powers and perform such additional duties as may be prescribed from time to time by the Board of Trustees.

ARTICLE 5

Committees

SECTION 5.1 Authority. The Board of Trustees may act by and through such committees as may be specified in resolutions adopted by an affirmative vote of the majority of the members of the entire Board of Trustees. Each such committee shall have such duties and responsibilities as are granted to it from time to time by the Board of Trustees. Each such committee shall at all times be subject to the control and direction of the Board of Trustees. Committee members, other than members of the Executive Committee, need not be members of the Board of Trustees.

SECTION 5.2 Executive Committee. The Board of Trustees may designate an Executive Committee composed of at least three persons designated by the Board of Trustees. The Executive Committee shall have the authority of the Board of Trustees in the management of the business of this corporation in the interval between meetings of the Board of Trustees, and the Executive Committee shall at all times be subject to the control and direction of the Board of Trustees.

SECTION 5.3 Meetings and voting. Meetings of each committee may be held at such time and place as are announced at a previous meeting of the committee. Meetings of any committee may also be called at any time by the chairperson of the committee, or by the President. Notice of each committee meeting for which notice is required, stating the date, time and place thereof, shall be given to all committee members by electronic communication or in person, including by telephone, at least two days before the meeting, or shall be mailed to each committee member, at least five days before the meeting. A committee member may be given notice by electronic communication only if the member has previously consented to receive notice in such form of electronic communication. All such notices not given in person shall be sent to the member at his or her postal or electronic address according to the latest available records of this corporation. Attendance at a meeting is deemed to be a waiver of notice unless the committee member objects at the beginning of the meeting to the transaction of business because the meeting is not lawfully called or convened and the

Deleted: or by the Chairperson,

Deleted: on

Deleted: ' notice by mail, or two days' oral notice by telephone or in person, to each member of the committee.

Deleted: ppear

committee member does not participate in the meeting. At all meetings of a committee of this corporation each member thereof shall be entitled to cast one vote on any question coming before such meeting. The presence of a majority of the membership of any committee of this corporation shall constitute a quorum at any meeting thereof, but the members of a committee present at any such meeting, although less than a quorum, may adjourn the meeting from time to time. A majority vote of the members of a committee of this corporation present at any meeting thereof, if there be a quorum, shall be sufficient for the transaction of the business of such committee. Any action that could be taken at a committee meeting may be taken by written action signed by all members of the committee. Members of a committee of this corporation may participate in meetings via remote communication if notice requirements are met.

ARTICLE 6

Indemnification

To the full extent permitted by any applicable law, this corporation shall indemnify each person made or threatened to be made a party to any threatened, pending or completed civil, criminal, administrative, arbitration, or investigative proceeding, including a proceeding by or in the right of this corporation, by reason of the former or present capacity of the person as --

- (a) a member of the Board of Trustees, officer, employee or member of a committee of this corporation, or
- (b) a director, officer, partner, trustee, employee or agent of another organization, who while a member of the Board of Trustees, an officer or an employee of this corporation, is or was serving the other organization, at the request of this corporation or whose duties as a member of the Board of Trustees, officer or employee of this corporation involve or involved such service to the other organization,

against judgments, penalties, fines, settlements, excise taxes and reasonable attorneys' fees, disbursements, and similar required expenditures incurred by the person in connection with the proceeding, provided, however, that no indemnification shall be made with respect to any claim, issue or matter as to which the person shall be adjudged by a court of law to be liable to this corporation. Indemnification includes reimbursement and advances of the above costs and expenses.

Deleted: or employee benefit plan

Deleted: or employee benefit plan

Deleted: or employee benefit plan

Deleted: (including, without limitation, excise taxes assessed against the person with respect to an employee benefit plan)

Deleted: and

Formatted: Font: 11 pt

Formatted: Font: 11 pt

Deleted: -2-

Indemnification provided by this section shall continue as to a person who has ceased to be a member of the Board of Trustees, officer, employee or committee member, shall inure to the benefit of the heirs, executors and administrators of such person and shall apply whether or not the claim against such person arises out of matters occurring before the adoption of this section. Any indemnification realized other than under this section shall apply as a credit against any indemnification provided by this section.

This corporation may, to the full extent permitted by applicable law from time to time in effect, purchase and maintain insurance on behalf of any person who is or was a member of the Board of Trustees, an officer, an employee or a member of a committee of this corporation against any liability asserted against such person and incurred by such person in any such capacity.

ARTICLE 7

Miscellaneous

SECTION 7.1 Calendar year. Unless otherwise fixed by the Board of Trustees, the fiscal year of this corporation shall be on a calendar year.

Deleted: Fiscal

Deleted: gin on February 1 and end on the succeeding January 31

SECTION 7.2 Corporate seal. This corporation shall have no seal.

SECTION 7.3 Amendments. The Board of Trustees may amend these Bylaws by adopting a resolution setting forth the amendment; provided, however, that no such amendment shall take effect until it has been approved by the Church Council or the Churchwide Assembly of the ELCA.

Deleted: . . . SECTION 7.3 Electronic communications. A member of the Board of Trustees or committee member may participate in a meeting by any means of communication through which such person, other persons so participating, and all persons physically present at the meeting may simultaneously hear each other during the meeting. Participation in a meeting by that means constitutes presence in person at the meeting. A conference among members of the Board of Trustees or committee members by any means of communication through which such persons may simultaneously hear each other during the conference is a meeting of the Board of Trustees or committee, as the case may be, if the same notice is given of the conference as would be required for a meeting, and if the number of persons participating in the conference would be sufficient to constitute a quorum at a meeting. Participation in a meeting by that means constitutes presence in person at the meeting.¶

SECTION 7.4 Authority to borrow, encumber assets. No member of the Board of Trustees, officer, agent or employee of this corporation shall have any power or authority to borrow money on its behalf, to pledge its credit or to mortgage or pledge its real or personal property except within the scope and to the extent of the authority delegated by resolutions adopted from time to time by the Board of Trustees. Authority may be given by the Board of Trustees for any of the above purposes and may be general or limited to specific instances.

Deleted: 4

Deleted: 5

Deleted: 6

SECTION 7.5 Execution of instruments. All deeds, mortgages, bonds, checks, contracts and other instruments pertaining to the business and affairs of this corporation shall be signed on behalf of this corporation by the President or the Chairperson, or by such other person or persons as may be designated from time to time by the Board of Trustees.

SECTION 7.6 Deposit of funds. All funds of this corporation shall be deposited from time to time to the credit of this corporation in such banks, trust companies or other depositories as the Board of Trustees may approve or designate, and all such funds shall be withdrawn only in the manner or manners authorized by the Board of Trustees from time to time.

Deleted: 7

SECTION 7.7 Use of name in conduct of business. This corporation may conduct its business under such name, as may be specified from time to time by the Board of Trustees.

Deleted: 8

Deleted: , including "ELCA Foundation,"

SECTION 7.8 Relationship with Evangelical Lutheran Church in America. This corporation shall be subject to certain actions and approvals of the ELCA as described in the Articles of Incorporation and Bylaws of this corporation, including, without limitation, those described in Article XII of the Articles of Incorporation of this corporation. This corporation shall also at all times be subject to any and all provisions of the Articles of Incorporation, Constitution, Bylaws, and Continuing Resolutions of the ELCA that are intended by the ELCA to apply specifically to this corporation or generally to separately incorporated ministries of the ELCA.

Deleted: 9

Deleted: is a subsidiary of the ELCA and

Deleted:

Deleted: churchwide units of the ELCA

Formatted: Font: 11 pt

Formatted: Font: 11 pt

Deleted: -2-

This page left intentionally blank

Deleted: M1:tempmail.doc

**BYLAWS
OF
ENDOWMENT FUND OF THE EVANGELICAL LUTHERAN CHURCH IN
AMERICA**

ARTICLE 1

Principal Office

The principal office of this corporation, at which the general business of this corporation shall be transacted and where the records of this corporation shall be kept, shall be at such place as shall be fixed from time to time by duly adopted resolutions of the Board of Trustees. Until otherwise fixed by the Board of Trustees, the principal office shall be at 8765 West Higgins Road, Chicago, Illinois 60631.

ARTICLE 2

Board of Trustees

SECTION 2.1 Number and method of election. The Board of Trustees of this corporation shall consist of at least nine persons but not more than twelve persons, elected by the Church Council of the Evangelical Lutheran Church in America. The members of the Board of Trustees shall be elected by the Church Council from a slate of candidates approved and submitted by a committee selected by such means as the Church Council directs.

SECTION 2.2 Terms. Individuals elected by the Church Council to serve six year terms as trustees of this corporation shall be divided into three classes as nearly equal in number as possible, so that the terms of office of one-third of the members of the Board of Trustees shall expire every second year at the conclusion of the regular Fall meeting of the Church Council of the Evangelical Lutheran Church in America. A member of the Board of Trustees shall hold office for the term for which he or she was elected through the end of the meeting at which his or her successor has been elected and until such successor has qualified, or until the member's prior death, resignation or removal. A period of at least two years shall have elapsed between the expiration of a member's term of office and the commencement of the member's next term of office, if any. Any member of the Board of Trustees may be removed by the Secretary of the ELCA upon two successive absences that have not been excused by the board. Any vacancy occurring because of the death, resignation or removal

of a member of the Board of Trustees shall be filled by the Church Council of the ELCA for the unexpired term of such member of the Board of Trustees.

SECTION 2.3 Advisory members. The following persons shall serve as advisory members of the Board of Trustees of this corporation, without vote:

- a. The presiding bishop of the ELCA, or the presiding bishop's designated representative;
- b. The Treasurer of the ELCA;
- c. A synodical bishop elected by the Conference of Bishops of the ELCA; and
- d. Such other persons as may be designated by the Board of Trustees.

ARTICLE 3

Meetings of the Board of Trustees

SECTION 3.1 Annual meeting. The annual meeting of the Board of Trustees for the purpose of electing officers, hearing a report on the activities and financial condition of the corporation, and transacting such other business as may properly come before the meeting, as may be raised consistent with the notice of meeting requirements, shall take place at the time and place designated from time to time by the Board of Trustees. If the Board of Trustees does not fix a different time or place, such meeting shall be held at 1:00 P.M., Central time, on the third Saturday in October at the principal office of this corporation.

SECTION 3.2 Other meetings. Other meetings of the Board of Trustees may be held at such time and place as are announced at a previous meeting of the Board of Trustees. Meetings of the Board of Trustees may also be called at any time (a) by the Chairperson, (b) by the President, (c) by the Board of Trustees, or (d) upon the written request of four or more members of the Board of Trustees. Anyone entitled to call a meeting of the Board of Trustees may make a written request to the Secretary to call the meeting, and the Secretary shall give notice of the meeting, setting forth the time, place and purpose thereof, to be held between five and thirty days after receiving the request. If the Secretary fails to give notice of the meeting within seven days from the day on which the request was made, the person or persons who requested the meeting may fix the date, time and place of the meeting and give notice in the manner hereinafter provided.

SECTION 3.3 Notice of meetings. Notice of each meeting of the Board of Trustees for which notice is required, and of each annual meeting, stating the date, time, place and purpose thereof shall be given to all trustees by electronic communication or in person, including by telephone, at least two days before the meeting, or shall be mailed to each trustee at least five days before the meeting. A trustee may be given notice by electronic communication only if the trustee has previously consented to receive notice in such form of electronic communication. All such notices not given in person shall be sent to the trustee at his or her postal or electronic address according to the latest available records of this corporation. Any member of the Board of Trustees may waive notice of a meeting before, at or after the meeting, orally, in writing, by electronic communication, or by attendance. Attendance at a meeting is deemed a waiver unless the member objects at the beginning of the meeting to the transaction of business because the meeting is not lawfully called or convened, or objects before a vote on an item of business because the item may not lawfully be considered at that meeting and does not participate in the consideration of the item at that meeting.

SECTION 3.4 Quorum and voting. The presence of a majority of the members of the Board of Trustees shall constitute a quorum at any meeting thereof, but the members present at any meeting, although less than a quorum, may adjourn the meeting from time to time. Advisory members shall not be taken into account in determining whether a quorum is present at a meeting of the Board of Trustees. At all meetings of the Board of Trustees, each member, other than advisory members, shall be entitled to cast one vote on any question coming before the meeting. A majority vote of the members present at any meeting of the Board of Trustees, if there be a quorum, shall be sufficient to transact any business, unless a greater number of votes is required by law or these Bylaws. A member shall not appoint a proxy for himself or herself or vote by proxy at a meeting of the Board of Trustees. A member who is present at a meeting of the Board of Trustees when an action is approved by the Board of Trustees is presumed to have assented to the action unless the member votes against the action or is prohibited from voting on the action.

SECTION 3.5 Adjourned meetings. When a meeting of the Board of Trustees is adjourned to another time or place, notice of the adjourned meeting need not be given other than by announcement at the meeting at which adjournment is taken.

SECTION 3.6 Written action. An action required or permitted to be taken at a meeting of the members may be taken without a meeting by written action signed, or consented to by authenticated electronic communication, by all of the members entitled to vote on that action. The written action is effective when it has been signed, or consented to by authenticated electronic communication, by all of those members, unless a different effective time is provided in the written action.

SECTION 3.7 Remote communication for meetings. Members of the Board of Trustees may participate in meetings via remote communication if notice requirements are met. Remote communication includes conference telephone or such other means of remote communication that may be authorized by the Board of Trustees, in each case through which each trustee so participating and all trustees physically participating at the meeting may communicate with each other on a substantially simultaneous basis. Participation in a meeting by remote communication constitutes presence at the meeting.

SECTION 3.8 Conflicts of interest. This corporation shall not enter into any contract or transaction with (a) one or more of the members of its Board of Trustees, (b) a director of a related organization (within the meaning of Minnesota Statutes, section 317A.011, subd. 18), or (c) an organization in or of which a member of the Board of Trustees is a director, officer or legal representative or has a material financial interest (other than the ELCA, and its synods, congregations, institutions, and agencies); unless the material facts as to the contract or transaction and as to the member's interest are fully disclosed or known to the Board of Trustees, and the Board of Trustees authorizes, approves, or ratifies the contract or transaction in good faith by the affirmative vote (without counting the interested member) of a majority of the entire Board of Trustees, at a meeting at which there is a quorum without counting the interested member. Failure to comply with the provisions of this Section 3.8 shall not invalidate any contract or transaction to which this corporation is a party.

ARTICLE 4

Officers

SECTION 4.1 Tenure of office. The officers of this corporation shall be a Chairperson, a Vice Chairperson, a President, a Secretary, a Treasurer and such other officers as the Board of Trustees may from time to time designate. Officers other than the President shall be elected by the Board of Trustees to serve for terms of one year and until their respective successors are chosen and have qualified. Any officer other than the President may at any time be removed by the Board of Trustees with or without cause. The same person may hold more than one office at the same time, except the offices of (a) President and Chairperson and (b) President and Vice Chairperson. The Chairperson, Vice Chairperson, and Secretary shall be members of the Board of Trustees, but other officers need not be members of the Board of Trustees.

SECTION 4.2 Chairperson. The Chairperson shall preside at all meetings of the Board of Trustees and the Executive Committee, if one is appointed. He or she shall oversee all operations of the Board of Trustees, and shall have such additional powers and duties as may be determined from time to time by the Board of Trustees.

SECTION 4.3 Vice Chairperson. The Vice Chairperson shall perform the duties of the Chairperson in case of the latter's absence or disability.

SECTION 4.4 President. The President shall be the chief executive officer of this corporation. He or she shall be responsible for the general supervision, direction and management of the affairs of this corporation. He or she may execute on behalf of this corporation all contracts, deeds, conveyances and other instruments in writing which may be required or authorized by the Board of Trustees for the proper and necessary transaction of the business of this corporation. The President shall be elected to a four-year term by the Board of Trustees in consultation with, and with the approval of, the presiding bishop of the ELCA. The President shall be eligible for reelection. Each candidate for the office of President shall be nominated by the presiding bishop of the ELCA after consultation with the Executive Committee of this corporation. The President may be an employee of this corporation. The President's performance shall be reviewed annually by the Board of Trustees and the presiding bishop of the ELCA. The employment of the President may be terminated jointly by the presiding bishop of the ELCA and the Board of Trustees, following a recommendation of termination from the Executive Committee, if one is then in existence.

SECTION 4.5 Secretary. The Secretary shall provide for the keeping of accurate minutes of all meetings and shall be responsible for the custody of the records, documents and papers of this corporation. He or she shall provide for the keeping of proper records of all transactions of this corporation. He or she shall have and may exercise any and all other powers and duties pertaining by law, regulation or practice to the office of Secretary, or imposed by these Bylaws. He or she shall also perform such other duties as may be assigned to him or her from time to time by the Board of Trustees.

SECTION 4.6 Assistant Secretary. The Board of Trustees in its discretion may elect an Assistant Secretary, who shall perform the duties and assume the responsibilities of the Secretary as above set forth under the general direction of the Secretary or the President.

SECTION 4.7 Treasurer. The Treasurer shall provide for the maintenance of accurate financial records for this corporation and safeguarding the assets of this corporation. He or she shall present a report of this corporation's financial transactions and status to the Board of Trustees at its annual meeting, and shall from time to time make such other reports to the Board of Trustees as it may require. The Treasurer shall perform such other duties as may be assigned to him or her from time to time by the Board of Trustees.

SECTION 4.8 Assistant Treasurer. The Board of Trustees in its discretion may elect an Assistant Treasurer who shall perform the duties and assume the responsibilities of the Treasurer as above set forth under the general direction of the Treasurer or the President.

SECTION 4.9 Additional powers. Any officer of this corporation, in addition to the powers conferred upon him or her by these Bylaws, shall have such powers and perform such additional duties as may be prescribed from time to time by the Board of Trustees.

ARTICLE 5

Committees

SECTION 5.1 Authority. The Board of Trustees may act by and through such committees as may be specified in resolutions adopted by an affirmative vote of the majority of the members of the entire Board of Trustees. Each such committee shall have such duties and responsibilities as are granted to it from time to time by the Board of Trustees. Each such committee shall at all times be subject to the control and direction of the Board of Trustees. Committee members, other than members of the Executive Committee, need not be members of the Board of Trustees.

SECTION 5.2 Executive Committee. The Board of Trustees may designate an Executive Committee composed of at least three persons designated by the Board of Trustees. The Executive Committee shall have the authority of the Board of Trustees in the management of the business of this corporation in the interval between meetings of the Board of Trustees, and the Executive Committee shall at all times be subject to the control and direction of the Board of Trustees.

SECTION 5.3 Meetings and voting. Meetings of each committee may be held at such time and place as are announced at a previous meeting of the committee. Meetings of any committee may also be called at any time by the chairperson of the committee, or by the President. Notice of each committee meeting for which notice is required, stating the date, time and place thereof, shall be given to all committee members by electronic communication or in person, including by telephone, at least two days before the meeting, or shall be mailed to each committee member at least five days before the meeting. A committee member may be given notice by electronic communication only if the member has previously consented to receive notice in such form of electronic communication. All such notices not given in person shall be sent to the member at his or her postal or electronic address according to the latest available records of this corporation. Attendance at a meeting is deemed to be a waiver of notice unless the committee member objects at the beginning of the meeting to the transaction of business because the meeting is not lawfully called or convened and the

committee member does not participate in the meeting. At all meetings of a committee of this corporation each member thereof shall be entitled to cast one vote on any question coming before such meeting. The presence of a majority of the membership of any committee of this corporation shall constitute a quorum at any meeting thereof, but the members of a committee present at any such meeting, although less than a quorum, may adjourn the meeting from time to time. A majority vote of the members of a committee of this corporation present at any meeting thereof, if there be a quorum, shall be sufficient for the transaction of the business of such committee. Any action that could be taken at a committee meeting may be taken by written action signed by all members of the committee. Members of a committee of this corporation may participate in meetings via remote communication if notice requirements are met.

ARTICLE 6

Indemnification

To the full extent permitted by any applicable law, this corporation shall indemnify each person made or threatened to be made a party to any threatened, pending or completed civil, criminal, administrative, arbitration, or investigative proceeding, including a proceeding by or in the right of this corporation, by reason of the former or present capacity of the person as --

- (a) a member of the Board of Trustees, officer, employee or member of a committee of this corporation, or
- (b) a director, officer, partner, trustee, employee or agent of another organization, who while a member of the Board of Trustees, an officer or an employee of this corporation, is or was serving the other organization at the request of this corporation or whose duties as a member of the Board of Trustees, officer or employee of this corporation involve or involved such service to the other organization,

against judgments, penalties, fines, settlements, excise taxes and reasonable attorneys' fees, disbursements, and similar required expenditures incurred by the person in connection with the proceeding, provided, however, that no indemnification shall be made with respect to any claim, issue or matter as to which the person shall be adjudged by a court of law to be liable to this corporation. Indemnification includes reimbursement and advances of the above costs and expenses.

Indemnification provided by this section shall continue as to a person who has ceased to be a member of the Board of Trustees, officer, employee or committee member, shall inure to the benefit of the heirs, executors and administrators of such person and shall apply whether or not the claim against such person arises out of matters occurring before the adoption of this section. Any indemnification realized other than under this section shall apply as a credit against any indemnification provided by this section.

This corporation may, to the full extent permitted by applicable law from time to time in effect, purchase and maintain insurance on behalf of any person who is or was a member of the Board of Trustees, an officer, an employee or a member of a committee of this corporation against any liability asserted against such person and incurred by such person in any such capacity.

ARTICLE 7

Miscellaneous

SECTION 7.1 Calendar year. Unless otherwise fixed by the Board of Trustees, the fiscal year of this corporation shall be on a calendar year.

SECTION 7.2 Corporate seal. This corporation shall have no seal.

SECTION 7.3 Amendments. The Board of Trustees may amend these Bylaws by adopting a resolution setting forth the amendment; provided, however, that no such amendment shall take effect until it has been approved by the Church Council or the Churchwide Assembly of the ELCA.

SECTION 7.4 Authority to borrow, encumber assets. No member of the Board of Trustees, officer, agent or employee of this corporation shall have any power or authority to borrow money on its behalf, to pledge its credit or to mortgage or pledge its real or personal property except within the scope and to the extent of the authority delegated by resolutions adopted from time to time by the Board of Trustees. Authority may be given by the Board of Trustees for any of the above purposes and may be general or limited to specific instances.

SECTION 7.5 Execution of instruments. All deeds, mortgages, bonds, checks, contracts and other instruments pertaining to the business and affairs of this corporation shall be signed on behalf of this corporation by the President or the Chairperson, or by such other person or persons as may be designated from time to time by the Board of Trustees.

SECTION 7.6 Deposit of funds. All funds of this corporation shall be deposited from time to time to the credit of this corporation in such banks, trust companies or other depositories as the Board of Trustees may approve or designate, and all such funds shall be withdrawn only in the manner or manners authorized by the Board of Trustees from time to time.

SECTION 7.7 Use of name in conduct of business. This corporation may conduct its business under such name as may be specified from time to time by the Board of Trustees.

SECTION 7.8 Relationship with Evangelical Lutheran Church in America. This corporation shall be subject to certain actions and approvals of the ELCA as described in the Articles of Incorporation and Bylaws of this corporation, including, without limitation, those described in Article XII of the Articles of Incorporation of this corporation. This corporation shall also at all times be subject to any and all provisions of the Articles of Incorporation, Constitution, Bylaws, and Continuing Resolutions of the ELCA that are intended by the ELCA to apply specifically to this corporation or generally to separately incorporated ministries of the ELCA.

This page left intentionally blank

ELCA SOCIAL STATEMENTS

Abortion *By Kaari Reiersen*

OUTLINE

OUR UNITY AND DIVERSITY IN CHRIST

- ☞ The Basis of Our Unity
- ☞ The Gift of Our Diversity
- ☞ Talking about Our Differences

CONVICTIONS OF OUR FAITH

THE CHURCH AS A COMMUNITY SUPPORTIVE OF LIFE

GUIDANCE IN MAKING DECISIONS REGARDING UNINTENDED PREGNANCIES

- ☞ Continuing the Pregnancy
- ☞ Ending a Pregnancy

PUBLIC POLICY ISSUES RELATED TO ABORTION

- ☞ Prevention of Unintended Pregnancies
- ☞ Support for Life After Birth
- ☞ The Regulation of Abortion
- ☞ Some Issues Requiring Further Deliberation

The ELCA social statement on abortion is available for free download at www.elca.org/socialstatements. You can order a free printed copy online at that address or by calling 800-638-3522, ext. 2996.

The churchwide assembly in 1991 was a fruitful one for social statements. Three were adopted as the newly formed ELCA began to shape its social teachings. The one on abortion was certainly the most controversial. The topic is still a matter of much conflict, but in 1991 it was foremost on everyone's mind. Supreme Court rulings in 1989 and

in 1991 had re-ignited debate on *Roe v. Wade*, and an abortion-rights march in 1989 and a right-to-life march in 1990 drew thousands—and received significant coverage from the media.

In the midst of a polarized public debate that included people of faith on all sides, the abortion statement had the challenging task of speaking for a church similarly divided.

The first question the statement dealt with was whether we as Christians were allowed to disagree. The first section, “Our Unity and Diversity in Christ,” states that our unity comes because we are a) part of God's creation, b) members in the Church, and c) share in one confession that we are justified by grace through faith in Jesus Christ. Lutherans also share a belief that the Bible is the authoritative source and norm (“authoritative source and norm” being a quote from the ELCA's constitution).

The social statement notes that we are free, and even obligated, to engage in moral deliberation as we disagree about issues such as freedom and sexual morality out of different experiences and interpretations of Christian faith and life.

Lutheran Woman Today is highlighting the 10 social statements adopted by the ELCA Church Council. Social statements are social teaching and policy documents, adopted by a churchwide assembly in accordance with ELCA policies and procedures. Social statements require a two-thirds majority vote.

The social statement makes a significant move at the beginning by questioning the way that abortion is discussed in our culture using “rights” language. Both the reproductive-rights movement and the right-to-life movement use “rights” language to make their cases.

The ELCA abortion social statement questions that, stating: “Nor is it helpful to use the language of ‘rights’ in absolute ways that imply that no other significant moral claims intrude. A developing life in the womb does not have an absolute right to be born, nor does a pregnant woman have an absolute right to terminate a pregnancy.”

After setting the stage for the possibility of moral deliberation over abortion and acknowledging the controversial, potentially divisive character of the issue, the statement explains the convictions of our faith, on which we base judgments on abortion:

- The dignity of human beings, created in God’s image, and the responsibility of stewardship we have;
- The gift of human life comes from God, has intrinsic value, worth, and dignity in all phases of development, and is guided by God’s law;

- Sin has corrupted God’s creation, leaving us “caught up in a web of sin in which we both sin and are sinned against”;
- God calls us to lives of repentance and renewal, seeking to manifest the fruit of the Spirit; and
- As a community of forgiven sinners, “our love for neighbor embraces especially those who are most vulnerable, including both the pregnant woman and the life in her womb.”

Section III of the social statement, “The Church as a Community Supportive of Life,” describes how the church, as a community supportive of life, responds to the reality of abortion. Its fundamental judgment about abortion is this: “Abortion ought to be an option only of last resort. Therefore, as a church we seek to reduce the need to turn to abortion as the answer to unintended pregnancies.”

In this section we confess our sin and move to “live out our support for life in all its dimensions” through hospitality, keeping sexual intercourse in its proper setting and using contraception, action, and education. Lastly, the section addresses life-degrading attitudes such as irresponsible sexual activ-

ity, individualism, and materialism. The statement then reminds the church of its call to be a compassionate community that gives care, offers competent counsel, and recognizes the moral complexity of individual situations.

The pastoral response focuses on respecting the integrity of those involved in making the decision. In most circumstances, the statement says, this church encourages women with unintended pregnancies to continue the pregnancy, assessing the situation realistically, and considering adoption as a positive option.

When considering ending a pregnancy, a woman or couple may consider factors such as unwilling participation in the sexual act leading to conception, threat to the life of the mother, and severe fetal abnormalities. However, “This church opposes ending intrauterine life when a fetus is developed enough to live outside a uterus with the aid of reasonable and necessary technology.” Whatever the decision made, “we must ultimately rely on the grace of God.”

The next section speaks of public policy issues related to abortion. The church participates in public

“The social statement notes that we are free, and even obligated, to engage in moral deliberation as we disagree about issues such as freedom and sexual morality out of different experiences and interpretations of Christian faith and life.”

debate about abortion while seeking justice for all. It first advocates aid in preventing unwanted pregnancies, through education and contraception. Next, it supports a better life for the child and parents through improved social services and initiatives such as parental leave.

Regulation of abortion, the statement recognizes, is where members of the church disagree widely, ranging from those who believe “all abortions should be prohibited by law, except to save the life of the mother, to those who oppose any law seeking to regulate abortion, except to protect the health and safety of the woman.”

The statement declares that the government has a legitimate role in regulating abortion, and states, “Because of our conviction that both the life of the woman and the life in her womb must be respected by law, this church opposes:

- the total lack of regulation of abortion;
- legislation that would outlaw abortion in all circumstances;
- laws that prevent access to information about all options available to women faced with unintended pregnancies;
- laws that deny access to safe and affordable services for morally justifiable abortions;
- mandatory or coerced abortion or sterilization;
- laws that prevent couples from practicing contraception;
- laws that are primarily intended to harass those contemplating or deciding for an abortion.”

Lastly, the statement addresses issues that require further deliberation, such as gaining spousal and parental consent for abortions and using public funding to pay for the procedure. It elaborates on the complexity of those issues, then

calls Lutherans to engage in “public debate on abortion in a spirit of respect for those with whom they differ.”

The statement ends with this final paragraph, seeking to call ELCA members to full participation in shaping the society into which mothers ponder bearing their children: “In conclusion, the church’s role in society begins long before and extends far beyond legislative regulation. It seeks to shape attitudes and values that affirm people in whatever circumstances they find themselves. Its pastoral care, compassionate outreach, and life-sustaining assistance are crucial in supporting those who bear children, as well as those who choose not to do so. Through these and other means the people of God seek to be truly supportive of life.” 🌿

The Rev. Kaari Reierson is associate director for studies, ELCA Church in Society.

Church in Society: *A Lutheran Perspective*

by Roger A. Willer

INTRODUCTION

AFFIRMATIONS

- ☞ The Gospel and the Church
- ☞ The Church Universal
- ☞ The Church 'In' But Not 'From' the World
- ☞ The Church's Responsibility in Society
- ☞ The Baptismal Vocation of Christians
- ☞ A Community of Moral Deliberation

COMMITMENTS

- ☞ Sustaining Vocation
- ☞ Witnessing as an Institution
- ☞ Deliberating on Social Questions

GOD'S FAITHFUL LOVE [CONCLUSION]

ENDNOTES

Church in Society: A Lutheran Perspective is available for download at www.elca.org/socialstatements. You can order a free printed copy online at that address or by calling 800-638-3522, ext. 2996. Multiple copies can be ordered for a small cost from Augsburg Fortress by calling 800-328-4648 or go to www.augsburgfortress.org. (Item #69-2102)

My mother used to talk about a good Lutheran boy she knew while growing up who had “can you believe it, gone into politics?!” When I asked her why that was hard to believe, she said that she had been taught in church that it was misguided, even shocking, that Lutherans would get involved in that “messy” business. It was part of a “kingdom” with which Christians should have little to do. (The reference to kingdom is from the Lutheran idea that God governs the world through two different “kingdoms” or governances. The first is the kingdom of Christ while the second is the kingdom of the civil realm. God governs both, but in different ways.)

This leads to a question: What *is* the appropriate way for Lutheran Christians to be active in society? Why and how should each individual, congregation, synod, leader, and the churchwide expression operate in the public arena?

The very first social statement adopted by the ELCA provides

Over the next few months, Lutheran Woman Today will highlight the 10 social statements adopted by the Evangelical Lutheran Church in America since 1991. Social statements are social teaching and policy documents, adopted by a churchwide assembly in accordance with ELCA policies and procedures.

answers. (For a review of what social statements are and how they come about, see “Being a Public Church” in *LWT*, September 2009.)

CALLED BY GOD

The accompanying box (at left) outlines the headings in the statement and provides clues to the points it makes. The first concerns our motivation: Because the Gospel of Jesus Christ liberates us from sin, death, and evil, the church as the body of Christ is freed to “love the neighbor” (Matthew 22:36). This includes all of us because *all* of the baptized are the church.

The statement goes on to say that the church’s identity is to confess and teach both law and gospel as the living word of the triune God. Therefore it is God’s activity in the world that inevitably leads us to “participation in society and care of the earth with all its creatures.” The statement stresses that this participation involves a commitment to justice (Amos 5:24).

The statement highlights the Lutheran teaching that God is at work in the civil realm primarily through the activity of the law. Family, education, economy, government, and other social structures

are the ways God restrains evil, protects from harm, and encourages the common good. Christians are to respect the God-given integrity and tasks of these structures. Yet, since sin permeates them, too, they fall short of God’s intention for justice, peace, and care of creation.

In relation to the world, Lutheran Christians understand that the church (the body of Christ) is *in*, but not *from* the world. The church through faith (we are the church!) already takes part in the healing activity of God announced and embodied in Jesus. Yet it awaits the fulfillment of the whole creation and so lives in a tension between two ages—the present age and the age to come. Christians share a common destiny with the whole world in the coming reign of God and yet can never be fully at home in the world as it is. Christians must always be restless.

THE COMMON GOOD

God’s restless church is called to serve and advocate (speak on behalf of and with those in need) in responding to particular social situations. Such situations are diverse. They include disasters, poverty, various forms of discrimination,

social policies, economic arrangements, and more.

The statement says the church should keep enough critical distance from the society to act, when appropriate, like the prophets of Scripture. The prophets challenged the culture, exposed the power of sin and idolatry, and spoke out on behalf of the poor and powerless. Christians are committed to society for the sake of the common good and this means they must be ready to speak for change.

“It is through a public process guided by the Holy Spirit that Christians come to discern what action should be taken when they are dealing with complicated issues.”

As organizations and institutions that live in these two ages the congregations, synods, Women of the ELCA, social ministry organizations, and churchwide expression all have particular roles in addressing society.

The churchwide expression through the Church in Society unit, for instance, is charged with bring-

ing together a task force to lead the participatory process of creating social statements. Yet the statement is quite clear that *the number one way* the church (we are the church!) carries out its responsibility in the world is through the everyday life of ordinary Christians.

COMPLICATED ISSUES

The statement explains that the baptismal vocation of every Christian is to participate in society by doing good in our places of responsibility—marriage, family, work, school, volunteer associations, community organizations, political parties, and so forth. It affirms that this is the number one way that God works through the church in the public arena. For this reason, congregations and other places of ministry are to be committed to sustaining the baptismal vocation of ELCA members.

But how will we know what is good or right in the complex issues of today? Here the statement puts forward what was a very new idea in 1991. Part of the ELCA's identity and task is to be a "community of moral deliberation." This community looks together to Scripture as the normative source and to the best knowledge available in the secular realm when it deliberates toward good actions and policies.

Christians fulfill their vocation diversely and have many different gifts, so they will often disagree passionately on the kind of responses they make to social questions. Lutheran congregations, campus ministries, synods, and the church-wide expression are united with Christ so that they can celebrate this diversity and are free to be particular places of lively deliberation. It is through a public process guided by the Holy Spirit that Christians come to discern what action should be taken when they are dealing with complicated issues.

MORAL DELIBERATION

The statement prescribes that the way we talk and with whom we talk is critical. Deliberation means reading Scripture for its wisdom and it means considering facts together, but especially with those who may disagree. The statement specifies that deliberation should include the voices of those who have particular interests at stake or who suffer from the consequences. For instance, this commits our church to seeking out people of diverse and differing perspectives, experiences, and competencies when we compose a social statement task force or when congregations hold forums and discussions. Communities of deliberation

should be lively places! This is how the Holy Spirit comes to be heard.

The year this statement was adopted, 1991, was very early in the life of the ELCA. The passage of *Church in Society: A Lutheran Perspective* responded to the need for a foundational statement about how ELCA Christians could participate in society from a Lutheran theological base. Its affirmations and commitments have guided the ELCA into becoming a more public church. Yet the aspirations expressed in the statement beckon us to strive always to live *more faithfully* into its vision of faith active in love seeking justice in society. 🌿

The Rev. Dr. Roger A. Willer is director for the Department for Studies in ELCA Church in Society.

ELCA SOCIAL STATEMENTS

- Abortion (1991)
- Church in Society (1991)
- Death Penalty (1991)
- Economic Life (1999)
- Education (2007)
- Environment (1993)
- Health and Health Care (2003)
- Peace (1995)
- Race, Ethnicity & Culture (1993)
- Sexuality (2009)

The Death Penalty *by Victor Thasiab*

CONTENTS

- 🌀 A Climate of Violence
- 🌀 Points of View
- 🌀 An Affirmation
- 🌀 Ministries of Restoration
- 🌀 Doing Justice
- 🌀 Executions in the United States
- 🌀 Commitments of this Church

The ELCA social statement on the death penalty is available for free download at www.elca.org/socialstatements. You can order a free printed copy online at that address or by calling 800-638-3522, ext. 2996.

In 1991, the Evangelical Lutheran Church in America adopted a social statement on the death penalty. The text begins by considering the long-standing relationship between violence and community. “Violent crime has a powerful, corrosive effect on society. Bonds of trust, the very assumptions that allow us to live our lives in security and peace, break down. Instead of loving, we fear our neighbor. We especially fear the stranger.”

After recognizing the harm, anger, sorrow, and injustice involved in the aftermath of violence, the statement identifies and acknowledges our vulnerabilities to both feelings of revenge and fantasies of simple solutions.

What was the state of the death penalty question in the ELCA at the time? Admitting the controversial nature of the issue, the text

reads, “While we all look to the Word of God and bring our reason to the death penalty issue, we can and do assess it with some diversity.”

It is important to note that the social statement itself regards the deliberation of the ELCA on this matter as unfinished. A section in the endnotes sets out common arguments for and against capital punishment. The statement presents shared affirmations, a restorative approach to the topic, how justice and capital punishment are related, and resulting ELCA commitments.

The government’s God-given, protective role, specifically expressed in the form of execution, is immediately acknowledged. “God entrusts the state with power to take human life when failure to do so constitutes a clear danger to society.” The social statement qualifies this view, though, guarding against any over-eager interpretation. “[T]his does not mean that governments have an unlimited right to take life” or “must punish crime by death.” At this early point in the document, the text already openly questions whether it is even possible to administer the death penalty justly.

Lutheran Woman Today is highlighting the 10 social statements adopted by the Lutheran Church in America since 1991. Social statements are social teaching and policy documents, adopted by a churchwide assembly in accordance with ELCA policies and procedures.

By the end, the social statement concludes that it is not.

The statement cites Scripture that supports the Christian calling to “respond to violent crime in the restorative way taught by Jesus and shown by his actions.” What does this mean? The restorative justice approach involves “addressing the hurt of each person whose life has been touched by violent crime.”

The statement claims that such an approach “makes the community safer for all,” although it leaves unaddressed the question of how it might do so. (This is an opportunity for the ELCA criminal justice social statement currently in process.)

THE CYCLE OF VIOLENCE

The social statement presents an opposition to capital punishment. Three reasons are offered in support for the ELCA’s position: 1) executions represent an unacceptable, non-restorative approach to violent crime; 2) executions can reinforce social injustice; and 3) the death penalty cannot possibly be administered justly.

The state and society’s excessive focus on the violent offender coupled with the consistent disinterest in victim well-being (including

the well-being of family and others negatively affected by crime) primarily characterize this unacceptable, non-restorative approach. In addition, executions deny the opportunity for offender “conversion and restoration.”

The second reason, the claim that executions can reinforce patterns of social injustice, is explained this way:

Violent crime is, in part, a reminder of human failure to ensure justice for all members of society. People often respond to violent crime as though it were exclusively a matter of the criminal’s individual failure. The death penalty exacts and symbolizes the ultimate personal retribution. Yet, capital punishment makes no provable impact on the breeding grounds of violent crime. Executions harm society by mirroring and reinforcing existing injustice. The death penalty distracts us from our work toward a just society. It deforms our response to violence at the individual, familial, institutional, and systemic levels. It perpetuates cycles of violence. . . . Lutheran Christians have called for an assault on the root causes of violent crime, an assault for which executions are no substitute.

The irony should provoke thought—the permanent incapacitation of violent offenders by execu-

tion actually “perpetuates cycles of violence.”

Finally, the text argues that it is impossible to administer capital punishment justly. “The race of the victim plays a role in who is sentenced to death and who is sentenced to life imprisonment, as do gender, race, mental capacity, age, and affluence of the accused.” The imperfectability of the system combined with the irreversibility of the practice grounds this church’s position.

The social statement sums up its opposition: “The practice of the death penalty undermines any possible moral message we might want to ‘send.’ It is not fair and fails to make society better or safer. The message conveyed by an execution, reflected in the attention it receives from the public, is one of brutality and violence.”

The statement then concludes with ELCA commitments that range from the welcome and care of everyone connected to the criminal justice system to ongoing deliberation and advocacy for reform along the lines developed in the social statement. 🌿

Victor Thasiah is ELCA assistant director for studies, Church in Society.

Caring for Creation: Vision, Hope and Justice By Roger A. Willer

- ▣ OUTLINE
- ▣ PROLOGUE
- ▣ THE CHURCH'S VISION OF CREATION
 - God, Earth, and All Creatures
 - Our Place in Creation
- ▣ THE URGENCY
 - Sin and Captivity
 - The Current Crisis
- ▣ THE HOPE
 - The Gift of Hope
 - Hope in Action
- ▣ THE CALL TO JUSTICE
 - Justice through Participation
 - Justice through Solidarity
 - Justice through Sufficiency
 - Justice through Sustainability
- ▣ COMMITMENTS OF THIS CHURCH
 - As Individual Christians
 - As a Worshiping and Learning Community
 - As a Committed Community
 - As a Community of Moral Deliberation
 - As an Advocate
- ▣ CLAIMING THE PROMISE (Conclusion)

*Page numbers in the social statement are given throughout this article in parenthesis.

This ELCA social statement and accompanying study guide are available for free download at www.elca.org/socialstatements. You can order a free printed copy online at that address or by calling 800-638-3522, ext. 2996.

Why should you and I care about the earth? Most people would probably answer: “Well, because human society will suffer if we do not,” or, “Because we owe it to our children and grandchildren to leave them a healthy planet.”

These are good and important reasons! However, the ELCA social statement on the environment, *Caring for Creation: Vision, Hope, and Justice*, gives a different, bigger, and perhaps surprising answer. It tells us that we should care about the rest of creation because that is our job—this is why God creates us. It also insists that the Bible tells us that caring for creation is a matter of justice and a deeply spiritual matter. (p. 8)*

The social statement is like that—clear, pithy, and constructively challenging. This article reviews some of its key points but the most important message is: Take the time to read it for yourself, bearing in mind recent situations reported in the news. This statement is shorter than most, easy to read, and contains lots to make a Christian reflect in fresh ways about the environment and our special responsibility to it. While the statement was adopted by the churchwide assembly in 1991, it remains timely and relevant today.

The first section, The Church’s Vision of Creation, makes the Nicene Creed’s point that God is fully involved in creating. It reminds us that Jesus Christ is the one “through whom all things were made” and that Christians confess that “the Holy Spirit is the Lord, the giver of life.” God is still creating today and the whole creation was and is good, even without humankind on the scene (p. 2).

Lutheran Woman Today is highlighting the 10 social statements adopted by the ELCA Church Council. Social statements are social teaching and policy documents, adopted by a churchwide assembly in accordance with ELCA policies and procedures. Social statements require a two-thirds majority vote.

Human beings are made to care for the earth as God cares for the earth. This is what it means to be made in the image of God (p. 2). When Genesis speaks about human dominion (Genesis 1:26), it does not mean we have a special privilege to exploit the earth for ourselves, but a special responsibility to serve and keep the earth for the good of all. Human beings are made to imitate the way God keeps and cares for us, as a servant king (Philippians 2:7). Moreover, we are to order human activity according to God's wisdom in creation, something that science and technology can help us discover (p. 3).

The next section, *The Urgency*, describes the fundamental problem of the environmental crisis: "Our sin and captivity lie at the roots of the current crisis" (p. 3). In our captivity to sin, we human beings exploit the earth as if it is a boundless warehouse. Two problems in particular jeopardize efforts to achieve a sustainable future for all of nature:

- Excessive consumption; and
- Relentless growth of the human population; this is a problem that springs from and is intensified by social injustice in the form of poor education, lack of

employment, poor health care, and equal rights (p. 4).

The environmental problem is worsened because each kind of environmental degradation feeds on others, magnifying them into a crisis threatening the whole earth. The section concludes by warning that the time for changing course "is very short" (p. 5), as recent scientific reports on climate change remind us.

Many people may find such dire predictions and problems overwhelming. But Christians live in hope. Even when the prospects for improvement look bleak, we proclaim that God addresses our predicaments with the gifts of forgiveness, life, and salvation, and that God empowers us to be loving servants who act. We are not captives of sin, but become "captives of hope" (Zechariah 9:11-12). How we should act is guided by justice.

By justice? Yes, the section entitled *The Hope and the Call to Justice* identifies four principles of justice that we are called to live out in the face of the intricate complexities of the created order and the social order (pp. 6, 7):

- *Participation*—God's covenant with all living things (Genesis

9:12-17, Hosea 2:18) means that animals and the land are entitled to have their just interests considered when decisions are made regarding resources. Human beings should be advocates for the non-human parts of creation.

- *Solidarity*—the fact that God is the creator of all leads us to acknowledge our interdependence with all other creatures. We are to act both locally and globally on behalf of all creation, especially for those members that are at greatest risk.
- *Sufficiency*—God's Spirit is actively creating every moment and so we know there is enough to meet the needs of all creatures. Because the world is finite, though, this has implications for human population growth, acquisition and consumption.
- *Sustainability*—God intends for creation to last a long time, until the day of Jesus Christ. In the meantime humankind must strive toward an acceptable quality of life for present generations without compromising that of future generations.

Guided by these four principles, the last section rededicates the ELCA to

live into the challenge to change personal habits and social structures.

- It calls for commitment to personal lifestyles that help heal the environment.
- It encourages creation emphases in the church year and the development of liturgical, preaching, and education materials that celebrate God's creation.
- It calls for congregations to have an environmental audit and to incorporate principles of sufficiency and sustainability in their building, budgeting, and investment (p. 10).
- On practical questions such as nuclear and toxic waste, farming practices, or population growth, it invites the interaction of differing convictions and experiences (p. 10).
- It calls upon our church to play a role in bringing together par-

ties in the conflicts over these issues, both within the church and outside.

In public debates:

- It invites all of us to shape our advocacy with government, private entities, and international organizations (advocacy is speaking out for the earth and for others) according to the principles of participation, solidarity, sufficiency, and sustainability.
- It commits our church to dialogue with corporations on promoting justice for creation and to seek public policies that allow people to participate fully in decisions affecting their own health and livelihood.

Caring for Creation relies upon a biblical vision of wholeness for cre-

ation. It depends upon a Christian understanding of the human role to serve in creation, and a hope rooted in God's faithfulness. It leaves no question: God is at work seeking wholeness and justice for the creation, and God calls us to be hands in this work.

The statement speaks to each of us since individually and collectively we *all* can contribute to this work. Each of us was made to be a caretaker of creation.

As people of the ELCA we have answered the call to care for creation in certain respects, but we should not be surprised that this powerful statement calls the whole church to rededicate itself today as "captives of hope, and vehicles of God's promise" (p. 12). 🌿

The Rev. Dr. Roger A. Willer is director for the department for studies in ELCA Church in Society.



boldcafe.org
Read. Connect. Grow.

**Connect with the young women
in your life.**

Café is a free, monthly online magazine for young women offered by Women of the ELCA. Visit www.boldcafe.org and subscribe to receive e-mail alerts for new issues. Also available as a podcast.



ELCA SOCIAL STATEMENTS

Freed in Christ: *Race, Ethnicity, and Culture*

by Victor Thasiah

FACING GOD

- ☞ A Time of Vision
- ☞ A Time of Confession
- ☞ A Time of Commitment
- ☞ A Time of Spiritual Crisis

FACING OBSTACLES

- ☞ A Time to Take Culture Seriously
- ☞ A Time to Confront Racism
- ☞ A Time to Be the Church

DOING JUSTICE

- ☞ A Time for Public Leadership
- ☞ A Time for Public Witness
- ☞ A Time for Public Deliberation
- ☞ A Time for Advocacy

This ELCA social statement and accompanying study guide are available for free download at www.elca.org/socialstatements. You can order a free printed copy online at that address or by calling 800-638-3522, ext. 2996.

In 1993, the ELCA adopted *Freed in Christ: Race, Ethnicity, and Culture*. As this church continues to engage these issues in its life, mission, and ministry, it's important to know about this early social statement.

The document begins by acknowledging one God and one Lord, Jesus Christ, and one humanity created by God. It also affirms that "Scripture tells of a diverse people reconciled to God through the blood of the cross, a people set free for the work of reconciliation." The

themes of oneness and reconciliation are central to the statement. The text further describes God's work: "Christ brings together the scattered children of God (John 11:52). The Holy Spirit breathes the freedom of the gospel into the church, where every people under heaven is represented." The introductory remarks conclude with the important claim that cultural differences matter, but God intends them as blessings.

The statement claims that Christ has broken down the dividing wall (Ephesians 2:14), and that "Christ, our peace, has put an end to the hostility of race, ethnicity, gender, and economic class." This assertion includes the confidence that "this good news sets at liberty those captive behind walls of hostility." But "because we are sinners as well as saints, we rebuild walls broken down by Christ. We fall back into enslaving patterns of injustice."

The text views the multicultural nature of society as both a given and a glimpse of the future. "We of the ELCA, with the whole Church, look forward to the time when people will come from east and west, north and south to eat in the reign of God (Luke 13:29)." Thus, our church is to welcome diversity. The statement

Lutheran Woman Today is highlighting the 10 social statements adopted by the ELCA Church Council. Social statements are social teaching and policy documents, adopted by a churchwide assembly in accordance with ELCA policies and procedures. Social statements require a two-thirds majority vote.

outlines commitments including membership diversity targets; organizational and leadership changes to promote multiculturalism; supporting ministries in African American, Asian, Hispanic, Native American, or other diverse settings; and advocacy to eliminate global racial or ethnic discrimination.

Although the ELCA has made some progress, the statement recognizes that the church continues to falter. “We of the ELCA too often react fearfully or grudgingly to the diversity of cultures.” Instead of delight, there has been disdain for others who are different. “A wall of hostility stands intact. Captive on one side of the wall, people with access to opportunities and institutions are largely unaware either of their own cultural biases or the worth of other cultures. On the other side of the wall, people scarred by slavery and other forms of degradation and suffering have seen their cultures ridiculed and reviled, or destroyed.”

The text argues that the ELCA has not moved beyond an assimilation approach to culture, “where the assimilated are those who adopt the values and behavior of the dominant culture.” In this way, sadly, the

church mirrors society. “Our society has melded many European ethnic groups into mainstream America, but it has included people of other cultural identities only insofar as they have taken on the values and behavior of the dominant culture.”

The statement defines and addresses racism. “Racism—a mix of power, privilege, and prejudice—is sin, a violation of God’s intention for humanity.” Such racism erects barriers, dividing and deforming both church and society. “Our mission and ministry are in a society where white people have been favored and hold unequal power to implement their prejudices—socially, politically, and economically. What has been the case is *still* the case: skin color makes a difference and white people benefit from a privileged position.”

Nevertheless, the church has a vision that breaks through the brokenness. “We are one in Christ. As the body of Christ, we are free to live out our connectedness with each other.” The statement outlines expectations it has of church leadership ranging from naming the sin of racism and leading the church in repentance to continuing to challenge the church to be in mission and ministry in a multicultural society.

What does this mean? “For some, this may mean giving up power or privilege; for others, it may mean giving up anger or prejudice.”

Finally, the text discusses how to do justice. The church’s pursuit of justice involves: 1) resisting cynicism; 2) refusing to blame victimized people for their situations; 3) assuring the participation of all people; and 4) addressing the relationship between racism and social issues such as immigration, crime, and environmental pollution, and how economic forces work against people of color in housing, medical care, education, and employment.

The church commits to involvement at all levels of public life, “globally and locally, nationally and in neighborhoods.” In its commitment to open communication, moral deliberation, and working for justice for all, the church can serve as a model.

The statement shows both resolve and repentance, and has had a significant impact on the ELCA. To see what this church was thinking in the early ’90s about race, ethnicity, and culture, *Freed in Christ* is the place to start. 🌸

Victor Thasiah is assistant director for studies in ELCA Church in Society.

ELCA SOCIAL STATEMENTS

For Peace in God's World by Victor Thasiah

- 📖 A TIME OF VISION
- 📖 THE GOD OF PEACE
- 📖 THE CHURCH, A COMMUNITY OF PEACE
- 📖 FAITH IN GOD'S WORLD
- 📖 POLITICAL RESPONSIBILITY
- 📖 TASKS

This ELCA social statement and accompanying study guide are available for free download at www.elca.org/socialstatements. You can order a free printed copy online at that address or by calling 800-638-3522, ext. 2996.

Present-day fighting in Iraq and Afghanistan, among other places, and soldiers returning home from war continue to remind us that as much as we desire peace, it's a challenge to attain. To remember the church's calling to be a peacemaker and explore what international peace means, the ELCA adopted a social statement in 1995 titled "For Peace in God's World." The text attempts to strengthen the ELCA's global perspective in an increasingly interconnected and interdependent world.

According to the statement, the church's vocation is peacemaking. "God's final peace, the peace of God's eternal reign" serves as the basis of this calling, which has two main expressions: 1) proclaiming the gospel of God's final peace; and 2) working for earthly peace—that is, "relationships among and with nations that are just, harmonious, and free from war."

Affirming that God creates and preserves us for community (making earthly peace possible), the statement views sin as destroying community. The text sets out God's resolve for peace, embodied in the people of Israel, who were chosen to be a blessing to all and through whom God promises a reign of justice and peace. Jesus Christ is the

fulfillment of this promise, bringing this very peace. The statement explains, "Jesus taught love for one's enemies; he reached out to the oppressed, downtrodden, and rejected of the earth; he prayed for his enemies while himself being rejected on the cross; [and] above all, through Jesus' violent death, God redeemed the world..."

In this way, the big picture is life in community with God and one another. "The God of peace suffers with and for a suffering and sinful world so that all of creation will enjoy the loving community of Father, Son, and Holy Spirit."

How does this affect us? "The Gospel of peace (Ephesians 6:15) heals our broken relationship with God, removing the ultimate root of violence and injustice. The Gospel breaks down the dividing walls of hostility among people, creates a new humanity—making Christ Jesus 'our peace' (Ephesians 2:13–22)—and promises the reconciliation of all things in Christ."

It is this promise that the Holy Spirit uses to call and gather "a people from all nations to worship and witness to the God of peace." This public gathering to proclaim and celebrate God's peace is identified as the church's unique contribution to peace. "In praying for

Lutheran Woman Today is highlighting the 10 social statements adopted by ELCA. Social statements are social teaching and policy documents, adopted by a churchwide assembly in accordance with ELCA policies and procedures. Social statements require a two-thirds majority vote.

peace in the world, in interceding for all who suffer from war and injustice and for those in authority, the Church acts for peace.”

A PEACEMAKING PRESENCE

The church also contributes to earthly peace by equipping the faithful to act for peace within and outside the Christian community. The church does the latter as “a presence for peace that disturbs, reconciles, serves, and deliberates.”

Concerning political responsibility, the statement advocates that governments should “vigorously pursue” less coercive measures over more coercive ones: “consent over compulsion, nonviolence over violence, diplomacy over military engagement, and deterrence over war.”

Though the statement focuses throughout on peacemaking, it also includes an important section on deciding about wars: “While permitting recourse to war in exceptional circumstances, these principles intend to limit such occasions by setting forth conditions that must be met to render military action justifiable. We begin with a strong presumption against all war; support for and participation in a war to restore peace is a tragic concession to a sin-

ful world. Any decision for war must be a mournful one . . . The principles for deciding about wars include right intention, justifiable cause, legitimate authority, last resort, declaration of war aims, proportionality, and reasonable chance of success. The principles for conducting war include noncombatant immunity and proportionality. The principles for post-war conduct include showing mercy to the defeated and assisting them to rebuild.”

In addition to these principles, the rejection of nuclear war, and support for “selective conscientious objection,” the statement acknowledges the importance of Christian pacifism. “This church today needs the witness of its members who in the name of Jesus Christ refuse all participation in war, who commit themselves to establish peace and justice on earth by nonviolent power alone, and who may suffer and die in their discipleship . . . We must continue the perennial discussion in the Church universal about whether Christian love and discipleship prohibit participation in war in all circumstances, or whether they may permit it in some circumstances.”

What should we do to keep and build international peace today?

The text concludes with tasks:

- Foster a dynamic vision of difference in unity.
- Promote respect for human rights.
- Counter and transform attitudes that encourage violence.
- Strengthen the will and ability to resolve conflicts peacefully.
- Insist that peace and economic justice belong together.
- Support just arrangements to regulate the international economy.
- Revitalize economic assistance to poorer nations.
- Evaluate carefully the balance between legitimate security needs and other priority uses of government revenues, and reduce military expenditures wherever necessary.
- Strengthen international cooperation.
- Improve structures of common security.
- Give high priority to arms control and reduction.
- Control and reduce the arms trade.
- Advocate participatory and accountable political structures within nations.
- Encourage non-governmental organizations and their work for peace.
- Encourage and support nonviolent action.
- Care for the uprooted. 🌿

Victor Thasiah is assistant director for studies in ELCA Church in Society.

ELCA SOCIAL STATEMENTS

Economic Life By Kaari Reiersen

- ☛ THE CHURCH CONFESSES
- ☛ OUR OBLIGATION AND ONGOING TENSIONS
- ☛ FOR ALL: ESPECIALLY THOSE LIVING IN POVERTY
- ☛ LIVELIHOOD: VOCATION, WORK, AND HUMAN DIGNITY
- ☛ SUFFICIENCY: ENOUGH, BUT NOT TOO MUCH
- ☛ SUSTAINABILITY: OF THE ENVIRONMENT, AGRICULTURE,
AND LOW-INCOME COMMUNITIES
- ☛ IN CONCLUSION, A VISION RENEWED

This ELCA social statement and accompanying study guide are available for free download at www.elca.org/socialstatements. You can order a free printed copy online at that address or by calling 800-638-3522, ext. 2996.

The late 1990s was marked by great attention to changes and growing inequities in the global economic order. *Sufficient, Sustainable Livelihood for All*, the ELCA social statement on economic life adopted at the 1999 Churchwide Assembly, begins by describing the extensive influence that economics have on our lives. Human beings are responsible for economic life, but people often feel powerless in the face of it. The influence of economic practices in our day can feel god-like in how it controls us.

These dynamics raise the central theological questions that this social statement addresses:

- In what or whom do we place our trust?
- How are certain economic assumptions in tension with what we as a church confess?
- How is Christian identity, freedom, and hope rooted in Jesus Christ, rather than in economic success or failure?
- What is the relationship between God's reign of justice and the injustices we face in economic life?

Economic life is intended to be a means through which God's purposes for humankind and creation are to be served (page 2). When this does not happen, we are called to seek changes in economic life in light of the biblically grounded imperative of "sufficient, sustainable livelihood for all."

The terms are defined on the third page of the social statement: the scope of God's concern (for all), the means by which life is sustained (livelihood), what is needed (sufficiency), and a long-term perspective (sustainability). The statement recognizes that many things in our economic system place us in tension with those priorities.

For all: especially those living in poverty

For all refers to all people and creation. The power of God's suffering, self-giving love transforms and challenges the church to stand with all who are overlooked for the sake of economic progress or greed—especially those who live in poverty. Outrage over the plight of people living in poverty is a theme throughout the Bible. Martin Luther interprets the commandments in such a way that calls us to ensure we do not allow our greed to prevent our neighbor from having enough.

Lutheran Woman Today is highlighting the 10 social statements adopted by ELCA. Social statements are social teaching and policy documents, adopted by a churchwide assembly in accordance with ELCA policies and procedures. Social statements require a two-thirds majority vote.

This social statement renews our commitment to find creative, multi-faceted ways of addressing poverty. Changes are needed in policies and practices of trade, investment, government spending and accountability, and international debt so that the poorest will benefit.

Livelihood: vocation, work, dignity

Livelihood highlights themes of vocation, work, and human dignity. Our livelihoods are the ways we are supported economically—not just our jobs, but our networks (such as family, neighborhood, and church). Our vocation is to seek what is good for people and creation in ways that glorify God and anticipate God's promised future.

Work is the means of sustaining humans and creation. In our shifting job market, our faith reminds us that “our security and livelihood rest ultimately on God.” Through our work we should be able to express ourselves and be treated in ways consistent with our God-given dignity. This dignity should be reflected in hiring, compensation, and worker rights practices to which this church commits itself and calls other employers to do. Income should be raised to move low-paid workers out of poverty.

Sufficiency: enough, but not too much

Sufficiency deals with the sharp contrast between those who do not have enough and those who have too much. This social statement commits us to respond to and address why so many in our midst continue to live in poverty. God calls us to a life of mutual generosity toward all who are our neighbors. Government also is expected to promote the common good and assist those unable to provide for their livelihood.

Many of us have far more than we need and fall into bondage to what we have. Endless accumulation becomes an end in itself; we have confused our wants for our needs. Enormous differences in income and wealth threaten our integrity. Large transnational corporations grow in financial power and influence. These disparities need to be lessened and corporate interests held more accountable to the whole human community.

Sustainability: of the environment, agriculture, and low-income communities

Sustainability calls for efforts to ensure that natural and social systems will survive and thrive together over the long term. We must consider the effects of economic activity on nature and people.

Environmental sustainability requires policies that help reverse ecological destruction. Sustaining agriculture involves addressing farmers' high risk levels, low prices, and the small proportion of the retail food dollar they typically receive.

Sustainable development of low-income communities focuses on the communities' assets, the health and welfare of the residents, and on their plans for the future. Investments should sustain not only businesses but also communities and the environment.

A vision renewed

The statement concludes by acknowledging that the church is a participant in the economic system and, as such, falls short of perfection. In the face of our weariness in pursuit of “sufficient, sustainable livelihood for all,” we hear the word and receive the sacraments. What we receive does sustain us. We are strengthened to continue the struggle for justice and a more equitable economic order by the vision of the coming of God's kingdom. We bear witness to God's intentions for creation. 🌿

The Rev. Kaari Reierson is associate director for studies, ELCA Church in Society.

Caring for Health: *Our Shared Endeavor* by Roger A. Willer

INTRODUCTION

- ☞ The Crisis in Health Care
- ☞ The Church and the Health Care Crisis

BIBLICAL AND THEOLOGICAL PERSPECTIVES

- ☞ Health
- ☞ Illness
- ☞ Healing
- ☞ Health Care

A VISION OF HEALTH CARE AND HEALING AS A SHARED ENDEAVOR

- ☞ Personal Responsibilities
- ☞ The Church's Ministry
- ☞ Congregations
- ☞ Social Ministry Organizations
- ☞ Advocacy
- ☞ Toward a Better System of Health Care Services

- ☞ Public Health Services
- ☞ Whole Patient Care
- ☞ Caregiver Support
- ☞ Research and Technology Development
- ☞ Professional Education

EQUITABLE ACCESS TO HEALTH CARE FOR ALL

- ☞ A Matter of Love and Justice
- ☞ Moving Toward Just Access
- ☞ Meeting our Obligations

ETHICAL GUIDANCE FOR INDIVIDUALS AND FAMILIES

- ☞ Health and Finitude
- ☞ Love
- ☞ Stewardship
- ☞ Justice
- ☞ Self-determination

CONCLUSION

The statement and a study guide can be downloaded at www.elca.org/socialstatements. Single printed copies can be ordered for free by calling 800-638-3522; multiple copies can be ordered for a minimal fee by calling 800-328-4648.

While debate and action about health care reform has been raging in our society, the ELCA has had a social statement—since 2003—to guide Christian thinking about health, medical ethics, and the health care system. It offers a vision for where we as a nation should be heading on these matters, even if it does not presume to know or name exact steps along the way. The issues, as demonstrated by the lengthy debates during passage of the 2010 Health Care Reform Bill, are complicated and challenging and it should not be surprising that *Caring for Health: Our Shared Endeavor* is one of the longer social statements. Instead of trying to introduce every topic covered, this article will mention the statement's major themes and highlight several distinctive and vital perspectives.

Like many ELCA social statements, its reasoning moves from an introduction of the social situation to biblical and theological themes and then on to implications and application to issues. Section one acknowledges both the crisis in health care in the U.S. and our Christian responsibility. Section

Lutheran Woman Today is highlighting the 10 social statements adopted by the ELCA Church Council. Social statements are social teaching and policy documents, adopted by a churchwide assembly in accordance with ELCA policies and procedures. Social statements require a two-thirds majority vote.

two turns to biblical and theological sources to establish basic principles and to help clarify what the ELCA means by key but disputed terms such as the meaning of *healing, cure, and illness*.

The vision of health as a shared endeavor, section three, is grounded in a biblical view that wholeness is a blessing that God intends for all (1 Thessalonians 5:23). In this vision we see that “A ministry of healing is integral to the life and mission of the Church.” Guided by this vision each piece of the health care puzzle (pieces as diverse as congregations and medical research) are then discussed in succession.

Sections four and five spell out more practical matters concerning what the ELCA believes about equitable access to health care for all and setting forth ethical guidance for individuals and families.

The major theme of the statement is captured nicely by the title, that is, caring for health is a shared endeavor that requires sustained and determined effort by all parties in our society. Those responsible include individuals, families, the church in its various expressions, and the larger society in its various expressions: local communities,

health care providers, employers, volunteer organizations, and government at all levels.

THE BIBLICAL VISION

There is an important theme in the statement: individuals cannot be healthy by themselves. Each of us bears some responsibility for our own health and at the same time health and health care depend upon other people and upon conditions and actions in the wider society. The biblical vision and the beliefs that flow from it lead to perspectives and convictions within the statement that distinguish what our church believes from what many others in this extremely individualistic society believe about caring for health.

First, this vision challenges the belief that illness is equal to disease and health is equal to cure. Those equations miss the deeper dimensions of healing that depend upon restoration to God and miss the nature of life within a community of relationships. Moreover, the common equation of being well with perfect health is impossible to achieve. “‘Being well’ for Christians does not mean we are untouched by pain and suffering. Human beings

are finite and vulnerable, and so we recognize limits on what health and health care means.” Being well for Christians means we are able to participate in Christ’s love by giving ourselves for others and sharing their suffering in response to Christ who bore the suffering of all.

Second, the statement’s vision counters the belief that health care should be organized primarily according to the profit motive:

“The United States does not currently have a health care system that is capable of care for all people. Significant changes in financing and structure are therefore required.”

“Although health care goods and services may be bought and sold, health care is above all an activity of caring that grows out of relationships of mutual responsibility, concern, and trust—and that cannot be reduced to a commodity.” Indeed

it concludes, "...health care is the kind of good most appropriately given on the basis of need.

The statement holds that the ideal system of health care in society would provide a comprehensive and coherent set of services of good quality throughout life for all people. Realistically, it insists, "At a minimum, each person should have ready access to basic health care services that include preventive, acute, and chronic physical and mental health care at an affordable cost."

As a challenge to those who think solely in terms of privatization, health as a shared endeavor also "makes public health services, which focus on the population as a whole, the foundation for any health-care system."

Third, since the vision encompasses the physical, mental, and spiritual dimensions of people's lives, our church believes healthy activity does not involve just doctors, nurses, and hospitals. It believes each person and each congregation is, in one sense, in the health care business. The concern for well-being is part of our baptismal calling.

Each of us has responsibility "to be a good steward of his or her own health out of thankfulness for the gift of life and in order to serve God and the neighbor." This involves practicing healthy habits and participating in preventive health care. It entails more, though.

It entails attention to spiritual exercises because they contribute to our healing. It also entails action in our callings as citizens, because health is a *shared* endeavor and my health is connected to yours.

THE CHURCH'S CALLING

Congregations are in the health care "business" insofar as they are centered in Word and Sacrament ministry, which offers *salvation* (*salvation* is from the Latin word for *healing* or *wholeness*). Congregations are called to encourage healing through vibrant prayer, services of healing, pastoral care, and congregational health ministries.

The statement also recognizes and celebrates the many contributions that ELCA social ministry organizations make by "respectful and equitable attention to the physical, mental, and spiritual needs of those persons served."

The vision of the shared endeavor means that the church is called to be an active participant in fashioning a just and effective health care system. The primary concern of the statement is for achieving equitable access to basic health care for all. The statement recognizes that this is a major social challenge but the statement calls the whole ELCA to commit itself to working with all members and groups of society in thoughtful engagement in order to attain this goal. The ethical prin-

In 2003, the statement called for reform of the U.S. health care system: "The United States does not currently have a health care system that is capable of care for all people. Significant changes in financing and structure are therefore required." The statement did not specify any particular system for achieving that reform but rather concluded: "Our obligation could be met through any one of several combinations of personal, market, and governmental means, although none of these means alone can provide equitable access to health care." The point was to look for a mix of means that would make equitable access available for all.

Did the 2010 Health Care Reform Bill match the statement's vision? That question is one good reason to read the ELCA statement, but not the only one. The statement reminds us: "The Gospel offers the world the hope of abundant and everlasting life, that liberates us from idolatry of health and fear of death. Out of this freedom, Christians can accept the limits of this life and seek to realize a vision of health care for all people as a shared endeavor." 🌸

The Rev. Dr. Roger A. Willer is director for the department for studies in ELCA Church in Society.

ELCA SOCIAL STATEMENTS

Our Calling in Education by Kaari M. Reiersen

WHAT DOES GOD HAVE TO DO WITH EDUCATION?

- ☞ The Lutheran Legacy
- ☞ The God Who Calls Us
- ☞ Our Calling in Education Today

WHAT FAITH WILL OUR CHILDREN HAVE?

- ☞ Faith Formation from Generation to Generation
- ☞ Lifelong Learning
- ☞ “Let the little children come to me”
- ☞ A Mutual Environment of Living the Faith
- ☞ Equipping Faithful and Discerning Students
- ☞ Guidelines for the Ministry of Faith Formation

WILL ALL CHILDREN AND YOUTH HAVE ACCESS TO HIGH-QUALITY EDUCATION?

- ☞ Schools for All
- ☞ The Commitment to Public Schools
- ☞ Expectations for Public Schools
- ☞ Expectations of this Church
- ☞ Equitable Access to High-quality Education for All
- ☞ Evaluating Educational Reforms
- ☞ Moving Toward Equitable Access
- ☞ Counsel to Parents

WILL OUR CHURCH HAVE SCHOOLS & COLLEGES? WILL OUR SCHOOLS AND COLLEGES HAVE A CHURCH?

- ☞ The Commitment to Lutheran Educational Institutions
- ☞ Lutheran Schools and Centers
- ☞ Lutheran Colleges and Universities
- ☞ Supporting Lifelong Learning

WILL PUBLIC HIGHER EDUCATION SERVE THE COMMON GOOD?

- ☞ Expectations for Public Universities and Colleges
- ☞ The Commitment to Public Higher Education
- ☞ This Church’s Presence and Campus Ministry
- ☞ Will Students Have Access to Higher Education
- ☞ Living Our Calling

The statement can be downloaded for free from www.elca.org/social statements in English or Spanish. A complimentary printed copy can be requested by calling 800-638-3522; multiple copies can be ordered there for a small fee as well (ITEM001504).

Lutherans have a long and storied history in the field of education, from Martin Luther advocating for the education of females to the extensive network of church-related colleges and universities connected to the ELCA. It is not

surprising that the ELCA should have written a social statement on education—it is only surprising that it was not among the first. *Our Calling in Education* was adopted by more than a two-thirds vote at the 2007 churchwide assembly.

The statement begins with a prologue entitled “Education and Vocation,” in which the concept of *vocation* is introduced—it is at the center of this social statement. Our baptismal vocation urges us to find a place in the world to serve God

Editor's note: This is the last in a series of 10 ELCA social statements that Lutheran World Today has highlighted over the past year. The social statements are social teaching and policy documents, adopted since 1991 by a churchwide assembly in accordance with ELCA policies and procedures. Social statements require a two-thirds majority vote.

through particular callings. Our places or callings in the world are as teachers, farmers, bankers, factory workers, and parents, and we serve God by doing the best for others in carrying out these non-church roles we live in.

According to the statement, the Christian role in education is “to educate people in the Christian faith for their vocation and to strive with others to ensure that all have access to high-quality education that develops personal gifts and abilities and serves the common good. This calling embraces all people in both Church and society.”

The prologue identifies contemporary issues in education like faith formation, equitable access, public education, and support for ELCA institutions that include colleges and ministries related to education (for example, campus).

The statement defines education broadly, as referring to “learning, teaching, and knowing as a dimension of human life.” We are created to learn to know God. As Lutherans, from our heritage we understand that education equips us for our God-given callings in the world. The statement stresses that Lutherans in North America have

historically given great attention to education.

THREE MOVEMENTS

Our Calling in Education contains a creedal statement about vocation and education as a dimension of life that takes shape in three movements. The first section refers to God the creator. We see that creation is ongoing, and that education, which supports human dignity, is part of creation. Creation is, at the same time fallen, and education is necessary for civic righteousness, to preserve the good of creation.

The second section, centered on Jesus Christ, reminds us that we are educated to serve the neighbor, not as a matter of personal salvation or for our own personal advancement. It also reminds us that we follow a savior who was a teacher.

The last section deals with how God calls us through the Holy Spirit—calls the church to education for the vocation given in baptism. We are dependent upon the Holy Spirit to form us and produce the fruit of the spirit. This section also calls us to balance church and secular education.

After this explication of what God has to do with education, the

rest of the statement is structured by four questions that explore basic challenges for the church. Each section is headed by one of these questions and then provides the ELCA’s best insights about how to live out commitment to education for people today.

The statement challenges congregations to consider themselves allies of the public schools.

IMPORTANT QUESTIONS

The statement raises the critical question, “What Faith Will our Children Have?” and then devotes itself to concerns about the faith formation of children. It affirms that faith formation through education is lifelong and intergenerational. Children themselves—both sinful and moral even as children—are a gift in need of caring guidance

that nurtures them in faith, not just knowledge about the world.

In the tasks of forming children, parents need support from the congregation. The statement also speaks of the church's power and responsibility to equip faithful and discerning youth and young adult students. This section concludes by offering guidelines for the ministry of faith formation.

The need for access to high-quality education for all is a serious concern for this church and this society, and the third section addresses this question. The subsection "schools for all" provides a list of purposes for schools and articulates the ELCA's commitment to the concept of public schools and the work they do.

Among the expectations of public schools would be that schools teach civil righteousness to their students, and that schools teach *about* religion as part of the search for knowledge. Schools should also teach the best current knowledge in science, history, economics, and so forth. The statement challenges congregations to consider themselves allies of the public schools.

The commitment to public schools brings with it a concern that all people should have equitable access to a high quality education as a consequence of their equal worth and dignity. This has not been accomplished, and the statement

recommends some standards to evaluate educational reform in the subsection "Evaluating Educational Reforms." It also sets forth goal such as countering the negative effects of poverty and discrimination, equity in funding, school choice, accountability, and improving educational quality, that need to be addressed if society is to provide true equitable access. The statement offers broad direction on each of these goals while not specifying the particular means to achieve them.

Moving from elementary to higher education, the next section discusses the relations between the ELCA and its schools and colleges. It lists expectations of the ELCA and of the schools, as well as expectations of ELCA colleges and universities.

FOR THE GOOD OF ALL


The last question the statement considers is whether public higher education will serve the common good. Just as primary and secondary education, public universities and colleges are expected to serve the common good. The commitment to public higher education includes honoring community and technical colleges and fostering free inquiry, that is, not seeking to restrict knowledge.

Studying people and cultures formerly ignored and commending the humanities, arts, and social

sciences are also mentioned in this section.

The matter of campus ministries at public colleges and universities receives considerable attention in a section of its own. Campus ministries live in the tension of addressing controversy but are also places of welcome. They are expected to be primarily places that preach the gospel and administer the sacraments. The lack of financial support from the ELCA is noted in this section.

In this last section, the question of access is raised again, but with respect to higher education. The ever-increasing costs of education limit access and deter completion of degrees for many students. The statement urges the church towards advocacy to support funding for higher education, especially for minority and low-income students.

Returning to the central idea of vocation, the statement's conclusion leaves each of us with a challenge: "May we faithfully and boldly be a teaching and learning church, educating in the faith for vocation and striving with others so that all people have equitable access to a high quality education." 

The Rev. Kaari M. Reiersen is former editor of the *Journal of Lutheran Ethics* and former associate director for studies in ELCA Church in Society.

ELCA SOCIAL STATEMENTS

Human Sexuality: *Gift and Trust* by Roger A. Willer

INTRODUCTION

A DISTINCTLY LUTHERAN APPROACH

- ☞ Justified by grace through faith
- ☞ Christian freedom in service of the neighbor
- ☞ God's continuing creation
- ☞ God's law at work in the world
- ☞ The Ten Commandments
- ☞ Our vocation to serve the neighbor
- ☞ Lutheran social ethics

TRUST AND HUMAN SEXUALITY

- ☞ The complexity of human sexuality
- ☞ Social trust and the common good
- ☞ Human sexuality and our calling to establish trust

SEXUALITY AND SOCIAL STRUCTURES THAT ENHANCE SOCIAL TRUST

- ☞ Marriage: shelter and context for trust
- ☞ Lifelong monogamous same-gender relationships
- ☞ Loving families: ground and source for social trust
- ☞ Protecting children & youth in & for trusting relationships

SEXUALITY AND TRUST IN RELATIONSHIPS

- ☞ Sexuality and self
- ☞ Gender and friendships
- ☞ Commitment and sexuality
- ☞ Sexual intimacy and adult cohabitation

SEXUALITY AND SOCIAL RESPONSIBILITY

- ☞ Sexuality and society
- ☞ Sexuality and public ministry
- ☞ Sexuality in the workplace

CONCLUSION

- ☞ Human sexuality and moral discernment
- ☞ The necessity of mercy, always

The statement can be downloaded for free from www.elca.org/social statements in English or Spanish. A complimentary printed copy can be requested by calling 800-638-3522; multiple copies can be ordered there for a small fee as well (ITEM001504).

If there is one ELCA social statement that would seem to need no introduction, it is *Human Sexuality: Gift and Trust*. The 2009 Church-wide Assembly floor debate about homosexuality—which was actually more related to decisions about ministry policies—generated great

media attention, and its adoption has resulted in much anguish for some and hope for others.

All this attention does not mean people actually know what is in the statement! It remains widely believed that the statement is primarily about same-gender relation-

ships. In fact, that issue is treated in only one section out of 23. So, it is important to ask some key questions while introducing the contents of this broad-ranging statement.

First, we should ask, what do those other 22 sections cover? A quick look at the outline provides

Lutheran Woman Today is highlighting the 10 social statements adopted by the ELCA Church Council. Social statements are social teaching and policy documents, adopted by a churchwide assembly in accordance with ELCA policies and procedures. Social statements require a two-thirds majority vote.

a clue. Marriage is central, but the text also treats sexuality and family, children, divorce, the self, friendship, and sex outside marriage. It covers social issues such as the global sex-trade, the commercialization of sex, internet sex, sexual abuse, clergy misconduct, sexually transmitted diseases, sexuality and the workplace, and more.

Why so much?

The statement informs us that human sexuality is deeply relational and grows out of the web of family ties and social interaction (p. 27)*. It also reports that individual sexuality is shaped by cultural forces and practices. Economics, business and advertising, social roles, medicine and science, and entertainment—these all are relevant to sexuality (p. 26).

God creates human beings as sexual creatures. Sexuality is a marvelous and awesome gift (p. 4) given through a rich and diverse combination of physical, emotional, and relational interactions (p. 28), all of which receive some attention in the statement. Sexuality also is a trust that brings great joy and delight but can be used sinfully to cause great harm. The broad reach of the statement is necessary to address

the many places that sexuality intersects with human life.

In addition to identifying sexuality's goodness and its potential for harm, the statement addresses other key themes. Its theological framework is provided by Jesus' invitation to love God and love our neighbor (Romans 13:9–10; Galatians 5:14). Its moral guidance is situated within a Lutheran emphasis on our Christian freedom through the gospel to serve our neighbor (p. 3).

Trust and harm

Central to our vocation of serving the neighbor is building and protecting trust in human relationships and in social institutions. In accord with Scripture, the statement pinpoints trust as a fundamental character of right relationship. In response to God's faithful (trustworthy) relationship of love through Christ for the world, we are to seek to be trustworthy in our human sexuality and to build social institutions and practices where trust and trustworthy relationships can thrive (p. 5).

These emphases on *building trust and preventing harm* provide the way to assess how social practices and social arrangements treat sexuality. The question is: Do social

practices and structures (such as business practices and economic systems) shelter, sustain, and protect personal, familial, and social trusting relationships? Do they help individuals to flourish? Or do these social forces harm physical, emotional, and social relationships? The

The ELCA is united in opposing all forms of violence or discrimination and is committed to welcoming all people, regardless of sexual orientation, and their families into our congregations.

statement teaches that it is part of the church's calling to speak to these issues, as individual Christians and as an institution in society (p. 33).

How are the themes of building trust and preventing harm reflected in some of the most discussed issues in our culture today—issues such as the nature of marriage? The statement describes marriage as “a covenant of mutual promises, commitment, and hope authorized legally

*Page numbers in the social statement are given throughout this article in parenthesis.

by the state and blessed by God. The historic Christian tradition and the Lutheran Confessions have recognized marriage as a covenant between a man and a woman, reflecting Mark 10:6–9” (p. 15). It goes on to say that marriage is intended to protect the creation and nurturing of mutual trust and love as one foundation of human community: “It is a binding relationship that provides conditions for personal well-being, the flourishing of the partner, and the possibility of procreation and the nurturing of children. It is also intended to be a blessing to the community and the world” (p. 16).

The role of family

The same themes of trust and harm appear in its discussion of family. The family is a primary place of trust-building precisely because of the remarkable level of commitment and care that characterizes familial bonds. “While Scripture places family as secondary to the community of God’s people (Matthew 10:37; 12:49), it also attests to the family’s foundational role in protecting and nurturing human community (Exodus 20:12; Ephesians 6:1–4)” (p. 21).

The statement notes that children learn either trust or distrust from their earliest relationships with parents and others in the household. Those who do not learn to

trust face significant obstacles to becoming trustworthy individuals. They also may find that it is difficult to develop a mature and healthy sexuality. For these reasons, “This church regards the family as an indispensable social institution because of its role in establishing conditions of trust and protection of the vulnerable” (p. 22).

Love and respect

It is important to stress—as the statement does—that the ELCA is united in opposing all forms of violence or discrimination and is committed to welcoming all people, regardless of sexual orientation, and their families into our congregations (p. 18). It states clearly that casual or promiscuous relationships between same-gender individuals—as well as heterosexuals—are opposed. The sole matter of whether or how to regard *lifelong, monogamous, same-gender relationships* is where the statement recognizes different positions among ELCA members.

In response, the statement draws on the foundational Lutheran understanding that the baptized are called to love our neighbor. We also are asked to respect the neighbor, including the neighbor whose convictions depend on a different understanding of Scripture than we might hold (bound conscience). The statement does not prescribe “believe what you want” but establishes boundar-

ies by clarifying four principled and broadly representative positions that have emerged within our church after years of study, prayer, dialogue, and scholarship. Each position has a strong rationale regarding Scripture and theological heritage as well as the meaning of scientific data and appropriate practice in pastoral care (p. 20).

With these in place, the statement concludes: “We understand that, in this discernment about ethics and church practice, faithful people can and will come to different conclusions about the meaning of Scripture and about what constitutes responsible action. We further believe that this church, on the basis of ‘the bound conscience,’ will include these different understandings and practices within its life as it seeks to live out its mission and ministry in the world.”

While this introduction to *Human Sexuality: Gift and Trust* can touch on a few of the most important questions regarding sexuality, there is so much more! The complex questions raised by our culture call for a wide-ranging statement that provides guidance for discerning what it means to be faithful to God and to love the neighbor. Bring your own questions to the text and find out what is there. 🌸

The Rev. Dr. Roger A. Willer is director for the department for studies in ELCA Church in Society.



Genetics, Faith and Responsibility
A proposed ELCA social statement on genetics

Executive Summary

About this proposed social statement:

- *Social statements are teaching and policy documents that assist the ELCA in reaching informed judgments on social issues from a faith perspective.*
- *This proposed social statement is open to revision by the ELCA Church Council and will be discussed and acted on by the ELCA Churchwide Assembly in Orlando, August 15-20, 2011.*
- *It was developed through a significant listening, sharing and comment process involving the whole church over a multi-year period.*
- *It addresses broad issues resulting from genetic science and its applications, such as medical technologies, agricultural uses, genetic determinism, the extent of new human powers, reproductive cloning in humans and others.*
- *It proposes appropriate perspectives on and ethical considerations for genetic knowledge and its uses.*
- *The development of this statement was suggested to the whole church by the Northeastern Iowa Synod and mandated by the 2005 Churchwide Assembly.*

These basic convictions undergird the text.

- **Responsibility:** The overall conviction is that the unprecedented power arising from genetic science and its applications should be viewed with both promise and caution and that we are responsible to God to direct its potential good and to limit its potential harm.
- **Innovative stewards:** Scripture teaches that human beings are responsible as “innovative stewards” who are called to dedicate themselves to the flourishing of life. Sin (human moral fault) troubles all human efforts including even the best efforts to do research and use genetic technology. The ELCA affirms science and technology and their uses as appropriate means to steward and invent but they must be guided and directed by policies and practices that seek to use genetic knowledge cautiously and wisely.
- **Creation-centered:** The sphere of moral consideration can no longer be limited to human beings alone. The sphere of seeking the good today must include the community of all living creatures and should extend beyond the present to include consideration of the future of the web of life.
- **Moral imperative:** The moral imperative to guide our use of genetic knowledge in medicine, agriculture and other arenas should be “to respect and promote the community of life with justice and wisdom.” The ELCA will encourage and advocate for the use of genetic knowledge accordingly.
- **Community in Christ:** Grounded in its identity of *koinonia*, community in Christ, the ELCA is committed to renewing practices that will strengthen the church as a place of welcome, compassion, care and respectful dialogue.

- A framework: The proposed statement provides a framework to guide reflection, deliberation and action in congregations, in everyday callings and in the public arena.

Summaries of key themes in each section:

I Prologue

- The advances of genetics illustrate the unprecedented and qualitative change in human powers in recent times.
- The collective effects of these new powers mean human beings increasingly bear the moral burden for the shape of nature and the very existence of future generations. The cumulative force of such unparalleled power and choice promise great benefit but also present qualitatively new levels of danger and ambiguity.
- The ELCA believes that God who creates, redeems and will fulfill creation has also granted human beings access to discernment and insight, which must govern the use of the gifts of science, technology and commerce.

II Scientific and Social Contexts

- The ELCA values the genetic sciences and acknowledges the theoretical insights on which they rest. However, they are not morally neutral and their use requires diligent and sustained attention to direct their potential good and to limit potential harm.
- A constructive conversation about genetic developments requires knowledge and insights from both secular and faith-informed sources.
- The global context of genetic research and application is one of thorough interdependence, rapid and direct manipulation of nature, economic and power inequality. Too frequently institutionalized power is consolidated in small numbers of key-decision makers.
- Individual and collective decisions must take into account both the character of the world today as a global village and the long-term impact of genetic science and technology.

III Affirmations of Faith

- Scripture serves as the guide for Christian discernment and illuminates contemporary challenges and issues. Contemporary knowledge and insights can help Scripture speak to us in new and faithful ways in today's context.
- God's goodness and care orchestrate creation toward an overall abundance and life. Each participant has a relationship to God that results in a created integrity and a duty to contribute to creation's flourishing.
- Human vocation is for each of us to be an "innovative steward." This vocation of the human race includes God's call to:
 - recognize and accept the distinctive power and freedom of human beings; and
 - take responsibility as innovative stewards who live out their gifts and duties through various callings in daily life.
- The age-old human reality of sin, manifested as excessive pride or complacent negligence, corrupts individual and social life.
- Living in hope of God's promised fulfillment and yet accountable for our actions, Christians are called to discern how God's gifts of genetic knowledge and technology may be wisely evaluated and responsibly used to serve the good of all.

- This responsibility calls for the development of an ethical framework.

IV Respect and Promote the Community of Life with Justice and Wisdom

- The ethical imperative today is to respect and promote the community of life with justice and wisdom.
- This imperative is a contemporary restatement of the golden rule to “do unto to others as you would have them do unto you.”
- Each subsection of Section IV explores the meaning and moral implications of a key term of this ethical framework:
 - The good of the community of life is the value which all research and application should seek to advance. It registers our concern not only for human good but, in some measure, a moral concern for the biosphere and future generations.
 - The dual directives to respect and to promote are each needed. Together they provide a cautious approach -- one that respects the priority of species and natural processes as they currently exist. Yet, at the same time they encourage the promotion of invention and innovation when science, commerce or public policy can demonstrate their contribution to the good of all.
 - The meaning of justice specifies that the best uses of genetic knowledge will be those that can demonstrate how they contribute to sufficiency, sustainability, solidarity and participation in human society and within the wider community of life.
 - The meaning of wisdom in the contemporary context invokes our duty to use expert knowledge for the good of all, to exercise humility and, on occasion, to invoke the precautionary principle.
- The final subsection (4.7) offers three sets of general convictions regarding the use and application of genetic knowledge that follow from the principles of the statement. One set delineates goals that should be pursued, another specifies practices and policies to reject, and the final one identifies areas where searching questions need to be answered before proceeding.

V Challenges and Commitments for Christian Community

- The foreseeable future indicates a tremendous increase in the presence of complex, ambiguous and sometimes anguishing situations. In such times the ELCA is called to live into its identity as *koinonia*, that is, as a community in Christ.
- This entails:
 - renewed emphasis on faithful practices that strengthen this church as a place of welcome, compassion, care and constructive deliberation;
 - encouraging the education of church leaders with a working knowledge of these matters including a deepened understanding of *koinonia*, vocation, moral formation and deliberation;
 - the ELCA, acting in the public sectors of society to contribute its best insights regarding the character of life and the good of society through its members, congregations, synods, social ministry organizations, related institutions and its churchwide expression; and

- proposing the statement's ethical framework for use in the public discussions because it provides essential criteria and common ground for guiding commercial and social policy.

VI Confidence

- Earthly life is morally and spiritually ambiguous. Good and bad, right and wrong, sin and redemption are always mixed together, and yet as redeemed people in Christ, we are called to speak and act.
- The statement concludes with the theme of Christian confidence. Our call to live boldly in complex and ambiguous times is possible because of the steadfastness of the triune God.

Evaluation of the current procedure for the development and adoption of social statements – responses from the Conference of Bishops, October 2011

Comments from the Theological and Ethical Concerns Committee, individual bishops at the conference meeting and email responses following the meeting fell into three main categories:

- 1) Endorsement of the process as it stands now
- 2) Suggestions for changes in the process
- 3) We should consider a very different kind of process

There were many repetitive comments, and so I will give a synopsis of the opinions, sharing some specific quotations that represent well the viewpoint of several bishops.

- 1) Endorsement of the process as it stands now
 - This process is “essentially sound”
 - The quality of the documents is always excellent
 - The process gives enough opportunity for input from various sources
 - It provides a body of knowledge and “guidance in particular matters” for people who want information and study
 - It provides more thoughtful and developed statements that are far better than “knee jerk reactions” by parts of the church
- 2) Suggestions for changes in the process
 - Topics for a social statement could be run by the COB before being recommended by CC to CWA – opportunity for the bishops to give opinion about timeliness and shape of the study
 - “That way, some rationale for proceeding, or not, is beginning to develop among the bishops and can be communicated to voting members as input for their decision.”
 - Slow down the process – create a break like an “attorney review” – after initial study and writing, a draft would go confidentially to COB, Office of the Presiding Bishop (and others?) and then back to the writing team.
 - Perhaps adapting the process to the triennial CWA time-table will give enough time for more hearings and other communication.
- 3) We should consider a very different kind of process
 - For moral deliberation and statements, there should be no voting process that creates “winners and losers”
 - CWA could receive information from studies, but not “adopt” them as churchwide statements
 - Create studies – provide them to synods and congregations for discussion and to invite feedback
 - The “authority and character of social statements is broadly misunderstood”

- The present statements are too complex, feel overwhelming, and do not get used in the way for which they were created – for ongoing study and dialogue in congregations. They are good as basis for policy, but more simple statements would be much more helpful as discussion tools
- Although our church pays attention to what the baptized say, and do not live under the authority of a figure such as the pope, these statements are often wrongly perceived as a statement “from on high” – there is continuing misunderstanding, so we must find a way to re-shape the communication even if the process is sound

Some random comments:

- It is important to have ongoing conversation and discernment about changes in the process, and then truly make the changes
- We must continue to develop social statements and not be intimidated by those who “club” us with these statements
- We must continue to have sound theological statements on which we can base public policy action and serve as guidance for our communal life

**Recommendations Regarding the Social Statement Process Review from the
Communal Discernment Task Force**
September 24, 2011

1. To November 2011 Church Council re-establishment of the process
 - a. Include participants in conference telephone call
 - b. In addition, add an ethicist (Per Anderson has expressed interest), and someone knowledgeable in marketing
 - c. Task force is willing to serve in consulting role

2. Issues, concerns, questions for consideration by review task force or team
 - a. Selection of topics. Topic generation at CWA.
 - b. What can be done with existing social statements.
 - c. Research into implementing relationships.
 - d. (Mis)perceptions and (mis)trust. Dissemination.
 - e. Shame.
 - f. Inclusion of prayer, enactments of the gospel within the community of faith, not so much institutional and associational work (referring to MRK's distinction between institutional, associational and spiritual dimensions of the church).
 - g. Survey: how do people currently view and use social teaching statements?

This page left intentionally blank

Interim CORPORATE SOCIAL RESPONSIBILITY ROLES AND RESPONSIBILITIES							
TASK	Frequency	CSR Consultant	CSR Review Team**	CSM Exec Dir.	Conf. of Bishops	Church Council	ELCA Entities *
Social Screen/ Criteria for investment screening activities	1 per year	Develop with Board of Pensions input (Staff/CSRC)	Recommend	Authorize for consideration	Advise	Approve	Receive and/or implement within fiduciary responsibility
Issue papers with boundaries for voting proxies and filing resolutions	3 per year	Develop with Board of Pensions input (Staff/CSRC)	Recommend	Authorize for consideration	Advise	Approve	Receive and/or implement within fiduciary responsibility
Shareholder Resolutions	Annual	Develop within boundaries adopted by Church Council	Recommend to file	Approve	Receive Report annually	Receive Report annually	Endorse as appropriate for implementation within fiduciary responsibility
Dialogues	Annual	Develop within boundaries adopted by Church Council	Prioritize and develop work	Receive Report annually	Receive Report annually	Receive Report annually	Receive Report annually

* The ELCA entities include the Board of Pensions and Church Council, - but also such entities as Mission Investment Fund, Lutheran Immigration and Refugee Service, LWR, LSA, ELCA Foundation, Women of the ELCA, seminaries, colleges, hospitals, and other stakeholders.
 ** Director for Advocacy, Director of the Lutheran Office for World Community, CSR consultant, Director for Studies and BOP staff, the latter will review screens, issue papers and proposed resolutions but not make recommendations for these ELCA Churchwide responsibilities.

This document will be effective September 2011-May 2012

This page left intentionally blank

Proposed Charter for
Addressing Social Concerns Review Task Force
November 21, 2011 (3:04pm)

I. Organization and Purposes

A. Churchwide Assembly authorizing action

CA11.04.14

LIFT Implementing Resolution

To authorize the Church Council, in consultation with the Conference of Bishops and Communal Discernment Task Force, to establish a review process of current procedures for the development and adoption of social statements, following the consideration of the genetics social statement, *Genetics, Faith and Responsibility*, at the 2011 Churchwide Assembly; and

To bring no social statements other than *Genetics, Faith and Responsibility* to any Churchwide Assembly until completion of a review of the process for addressing social concerns based on a spirit of communal discernment. This review shall be completed and brought to the fall 2012 Church Council meeting, with a report to the 2013 Churchwide Assembly. During this review, the process for developing the criminal justice social statement and the justice for women social statement may continue, without alteration of the process already under way for the statement on criminal justice, which is to be completed and reported to the 2013 assembly.

II. Background Information

LIFT Task Force recommendation (2011 ELCA CWA Pre-Assembly Report, Part V, p. 28)

Communal Discernment

The task force commends the work of the Communal Discernment Task Force formed by action of the Church Council in 2008, which seeks better ways to engage emotional and divisive issues and make difficult decisions in this church by means that increase mutual trust, build respect for each other as the body of Christ and deepen spiritual discernment. The task force commends the spirit of communal discernment to the whole church.

The task force recommends that the ELCA:

1. Nurture a culture of faithful discernment in all its expressions, assemblies and councils, the churchwide organization, synods, congregations, institutions, and small groups. This culture will contribute to healthier decision-making and stewardship of mission and build relationships of greater trust and respect for one another.
2. Shape churchwide meetings and gatherings, including Churchwide Assemblies, to include a focus on identity and mission in order that participants gain a deeper understanding of what God is calling this church to be and do.
3. Undertake sustained, ongoing conversations and deliberation regarding this church's identity and its implications for our participation in God's mission. Link mission and identity rather than seeing mission as one more activity of the church.
4. Affirm the responsibility of the presiding bishop (see ELCA 15.12.G11.) to be the prime catalyst in this church's conversations and deliberations on identity and mission. This would include working with:
 - the Conference of Bishops, the presidents of the seminaries, and the Convocation of Teaching Theologians to fully address this church's discourse on identity and mission.
 - the churchwide organization and synods in developing their ability to engage congregations and their members deeply and expansively in ongoing critical conversations and deliberations.
5. Bring no social statements to churchwide assemblies until a review process is completed. This review of current procedures for the development and adoption of social statements, established by the Church Council in consultation with the Conference of Bishops, should reflect the spirit and culture of communal discernment.
6. Continue work on current social statements.

III. Responsibilities

A. The Addressing Social Concerns Review Task Force shall:

1. Review, more broadly, "the process for addressing social concerns," and specifically, "current procedures for the development and adoption of social statements";
2. Review the existing body of ELCA social statements, social messages and social policy resolutions, their use and their effect;
3. Review the processes for
 - a. identifying social concerns to address and the means of addressing them;
 - b. developing statements;
 - c. study, discussion, deliberation and decision;

- d. publicizing, distributing, promoting and using social statements and messages;
 4. Review the missional, theological and evangelical purpose and goals for addressing social concerns;
 5. Engage the criticisms and critiques that ELCA members have expressed concerning:
 - a. the processes for developing social statements and messages;
 - b. the reasons and goals of addressing social concerns through statements;
 - c. the effects of the ELCA's addressing social concerns on other aspects of its mission and its overall life, with particular attention to the LIFT Task Force report of "disconnect" and to the experiences of division and exclusion in congregations, synods and in the ELCA as a whole;
 6. Clarify the reasons for addressing social concerns and the purpose of the statements and messages developed to address them; and
 7. Review and, as needed, recommend revisions to *Policies and Procedures of the Evangelical Lutheran Church in America for Addressing Social Concerns*.
- B. Throughout its work the Addressing Social Concerns Review Task Force shall:
1. Consult with the Conference of Bishops, the Communal Discernment Task Force and the Program and Services Committee of the Church Council;
 2. Attend to the convictions and hopes of both those who value the ELCA's work of addressing social concerns through statements and messages and those who have serious reservations about it or seek to discontinue it;
 3. Engage the full diversity of experience, expertise and wisdom among ELCA members for addressing social concerns, with particular attention to persons whose voices are too often excluded or ignored;
 4. Consult with the Mission Advancement unit and marketing and research consultants regarding awareness, distribution and use of social statements; and
 5. Consider opportunities for learning and collaboration with ecumenical partners.

IV. Membership and Leadership

- A. The task force shall be composed of 10-12 members, consistent with the ELCA's representational principles. Task force membership shall include:
 1. at least 2 synod bishops;

2. at least 1 member each of the Communal Discernment task force; the LIFT task force; the Program and Services Committee; and
 3. at least 1 youth or young adult; 1 ethicist; 1 teaching theologian; and 1 person with expertise in communications and marketing.
- B. Initial members of the task force and its chairperson shall be appointed by the Executive Committee in consultation with the Program and Services Committee. The Presiding Bishop may make additional appointments in consultation with Executive Committee.
- C. Staff members shall be appointed by the Presiding Bishop.
- D. The term of service for all members shall be until the completion of the task force's work.
- E. The task force may invite additional staff, advisors, consultants and guests.

V. Meetings and Funding

- A. The full task force shall meet in person at least three times during 2012 (preferably winter, spring, summer).
- B. Additional meetings of the task force or work groups may be held either in person or by conference call.
- C. The work of this task force shall be funded by strategic initiative funds.

VI. Timetable for Actions

- A. A report and recommendations shall be brought to the Church Council at its fall 2012 meeting.
1. Interim reports, including a preliminary report of findings, shall be presented to the spring meetings of the Conference of Bishops and the Church Council.
 2. A preliminary report with recommendations shall be presented to the fall 2012 meeting of the Conference of Bishops for review.
 3. The task force may revise the preliminary report and recommendations for presentation to the fall 2012 Church Council meeting.
- B. The task force shall present a final report to 2013 Churchwide Assembly.

Social Teaching Development Schedule Through 2016

	Fall	Winter	Spring	Summer	Fall	Winter	Spring	Summer	Fall	Winter
	2011	2012	2012	2012	2012	2013	2013	2013	2013	2014
Criminal Justice	Study		Draft Hrgs	Hrgs	Hrgs	Prop	CC	CWA	Pub	
Justice for Women			TF begins						Study	Study
Mental Health		Consult	Writing	Draft	CC	Pub				
Genetics*		Pub			Study Guide					
Continued from above	Spring	Summer	Fall	Winter	Spring	Summer	Fall	Winter	Spring	Summer
	2014	2014	2014	2015	2015	2015	2015	2016	2016	2016
Criminal Justice			Study Guide							
Justice for Women	Study	Study	Study		Draft Hrgs	Hrgs	Hrgs	Prop	CC	CWA
Mental Health										

Key to abbreviations:
Prop = Proposed Statement Review Cycle
Hrgs = Hearings Cycle
TF = Task Force starts
Pub = Publish
CC = Church Council consideration
***listed for information only**

Social Teaching Development Schedule Through 2016

EVANGELICAL LUTHERAN CHURCH IN AMERICA
CHURCH COUNCIL
November 11-13, 2011
Exhibit J, Part 6
Page 2

This page left intentionally blank

Key to abbreviations:

Prop = Proposed Statement Review Cycle

Hrgs = Hearings Cycle

TF = Task Force starts

Pub = Publish

CC = Church Council consideration

***listed for information only**

Congregational and Synodical Mission

Submitted by Stephen Bouman

Emerging Platforms

The LIFT process has affirmed the move toward the grassroots by the churchwide office, a move anchored in the Congregational and Synodical Mission unit (CSM) by having a Director for Evangelical Mission (DEM) in every synod. The CSM leadership team is currently crafting plans to accompany the church in mission through synod systems which support congregations as centers for evangelical mission. Feeding into that process will be these emerging platforms to support this work. There will be others, and the following list will be shaped, transformed or changed by the leadership team and the engagement with our other churchwide and synodical partners. These platforms line up with the emerging strategic plan for the ELCA and serve as the roadmap for the mission of CSM as a partner in the mission plan for the whole church.

- *Directors for Evangelical Mission, synodical mission tables (new/renew congregations; mission support; mission strategies), the leadership of a missionary bishop:* We recently had the opportunity to engage DEMs and their bishops in a conversation around best practices and challenges in putting together these mission tables.
- *One Global/Domestic Vision for Mission: Some components and intersections of the relationship between Global Mission (GM) and CSM.* The two recent “glocal” events in Wichita, Kansas and San Antonio, Texas signaled a growing partnership between CSM and GM. Local partnership ensured a robust and diverse turnout for these events. At the Wichita event a legal clinic was held for immigrants of Resurrección, Garden City, a Latino new start.
- *Lay Missional Leadership Centers:* A “missional leadership summit” convening leaders from lifelong learning networks and lay schools across the country, as well as some DEMs, Regional Coordinators and seminary and church college leaders has helped us to begin building this platform and identify converging issues, interests and opportunities in forming lay leaders for a missional church.
- *Rerooting in the Community:* Mission strategy development in congregations and synods, as called for by the 2011 Churchwide Assembly affirmation of the LIFT proposals, has begun. Amy Walter Peterson has been contracted by CSM to develop a “suite” of resources, existing and new, to help congregations engage in “the three great listenings” of mission discernment: to God through faith practices, prayer, scripture and witness; to the neighbor through one-on-one conversations; to each other as we discern assets in the household of faith (within the congregation, neighboring congregations, ecumenical partners, social ministry organizations, colleges, other parts of the ELCA ecology of mission). We are looking for flexibility and innovation, capturing what is already going on at local mission tables through the leadership of DEMs, as well as existing and new resources, to make this process contextual and effective. The DEM gathering in October, as well as our time with the Conference of Bishops (COB) and DEMs, gave major focus to developing these resources. Augsburg Fortress is involved in the process and Scott Tunseth was with us. This platform is coming into view in exciting ways.
- *Public Church Engagement:* In order to combat hunger and poverty and work for justice, this platform will bring together, wherever possible, the work of advocacy, grassroots community organizations, social ministry organizations, state public policy offices, the work of the domestic hunger fund and the local mission tables. This platform will be led by the DEMs, missionary bishops and regional coordinators. Where appropriate, CSM

also wants to engage colleges, seminaries and other partners in this public church platform. The aim is to strengthen congregations for their engagement in the public as part of their mission strategy discernment, as well as their support and participation in the public ministry done on behalf of the whole church. Pilots for this public platform will be in Illinois, Pennsylvania, Nebraska, and possibly Minnesota.

Advocacy Ministries

ELCA Advocacy ministries connect congregational projects, ministries and relationships to issue priorities as framed by ELCA social policy on behalf of those underrepresented in processes for policy change. As part of a coalition working on deficit reduction and the federal budget, Bishop Hanson met with President Obama, Congressional Representative Ryan (R-WI), and advocacy staff met with Speaker of the House Boehner's office (R-OH) and U.S. Senator Mark Warner (D-VA). We are working on connecting Lutherans to members of the Supercommittee, writing a Lutheran letter to the committee on deficit reduction and producing an e-series "Why the Federal Budget Matters." Since May of this year, we have also gathered ideas from state policy directors on job creation, supported policy response to the famine in the Horn of Africa, presented at the United Nations on an LWF response to that situation and supported clean air and water regulations. Future work includes the annual bishops' gathering for November 2011, a second annual policy priorities survey for response by ELCA members and a guide that catalogues congregational projects and connects them to local advocacy. The newly established contract for socially responsible investing, shared with the Board of Pensions, relates to the advocacy team and we are pleased to be associated with Pat Zerega and her good work. We have hired an international policy director, shared with The Episcopal Church, and a three-fourths time domestic policy director. Currently CSM is searching for a new director for grassroots advocacy and communication.

Congregational Centers for Mission

The primary focus of the Congregational Centers for Mission team is to work with synods to support the establishment of new congregations and renew existing congregations. The team also keeps a significant focus on ministry with youth and young adults in a variety of settings.

Using a collaborative review table process which began in April 2011, there have been 54 new ministry proposals approved in 2011. The percentage approvals intentionally located in multicultural or ethnic-specific communities is 53 percent. Several of these new ministries are using a congregation-based community organizing approach in order to take root in the communities they serve. The total commitment in churchwide funds for the above new start ministries is \$739,850, with additional dollars coming from synodical funding sources. This brings the total number of new ministries under development to 337. It is also important to note that there are 25 "new wine" ministries emerging with the leadership of those who were formerly members of congregations who voted to disaffiliate from the ELCA during the past two years.

In July, the renewing congregations review table process met and 163 proposals were approved or continued for a total churchwide commitment of \$2.6 million. These renewing congregation proposals again are identified and brought forth by synods. Renewing congregation proposals typically receive funding for several years until the congregation has re-rooted in the community and sustainability has been re-established.

CSM continues to work with campus ministry leaders and synods to reimagine the ways in which campus ministry can be done most effectively in light of declining grant support from the churchwide organization and from many synods. The nine regional coordinators are helping to lead and coordinate this effort. DEMs are also being encouraged to include ministry with young adults in college and university settings as part of their synodical mission table conversations.

The team also continues to work with the leadership of the Lutheran Youth Organization (LYO) to redefine the way the churchwide organization works with synodical youth leaders to promote faith formation and develop leadership. CSM will bring a proposal to the April 2012 Church Council meeting for consideration.

In the meantime, plans continue for the Multicultural Youth Leadership Event (MYLE), the Definitely-abled Youth Leadership Event (DAYLE) and the ELCA Youth Gathering to be held in New Orleans in July 2012. Over 24,000 people registered for the Youth Gathering on Sunday, October 9, the first day registration was open. We are grateful for the strong interest and support that these events have across the church.

Ethnic-Specific & Multicultural Ministries

Edification of the ethnic specific communities continues to be a priority. This has happened recently through various gatherings and meetings. In June, the African American Lutheran Association met in Manhattan Beach, California. Over 100 people were in attendance. In order to be more inclusive the name of the association was changed to the African Descent Lutheran Association. In September, over 100 people from our African National ministries met at The Lutheran Center. The gathering was a tremendous success as all of the following objectives were achieved: 1) to empower and encourage ELCA African National Leaders in their respective ministries and God's mission; 2) to network African National Leaders in the ELCA for more effective partnerships in ministry; and 3) to engage ELCA African National Leaders with new developments and opportunities in mission.

Also in September, Chinese pastors and lay leaders met in the Los Angeles area. Nearly 100 people participated in the event. The new Chinese hymnal, *New Hymns of Praise* was first introduced with close to 300 people in attendance. The new hymnal for North American congregations with Chinese language ministries is a rich collection of 143 hymns and songs with bilingual texts.

The roster of ordained ministers continues to grow in our ethnic specific communities. The American Indian and Alaska communities celebrated the ordinations R. Guy Erwin (Osage), Belgum Professor of Lutheran Confessional Theology at California Lutheran University; Mark Allred (Inupiat), Director for Evangelical Mission in the Alaska Synod, the first native person to serve as synodical staff in the ELCA; and Melinda Shiner, Lutheran Church of the Wilderness, Bowler, Wisconsin, chosen by members of the Stockbridge-Munsee Band of Mohicans to lead them.

Our full communion agreement came to life in September when the bishops of the United Methodist Church in the southeastern U.S. and the bishops of ELCA Region 9 agreed to pursue collaborative ministry opportunities in native communities of the southeastern U.S.

New and renewal congregational teams continue to meet under the direction of the ethnic specific ministry directors. An exciting possibility exists in Anaheim, California where an Arabic church meeting at Faith Lutheran Church in Anaheim is considering membership in the ELCA.

Staff have been active participants in the Glocal Gatherings leading workshops on *Growing a Missional Church* utilizing the resource, *Talking Together as Christians Cross-*

culturally, and workshops on *Mission Interpretation* utilizing the resource, *One Body, Many Members*.

Leadership for Mission

The Leadership for Mission Team continues to partner with synods and our educational institutions to strengthen our participation in God's mission work by identifying, equipping and supporting mission leaders for the church and for the world. Three events that will impact the leadership work of the church are as follows:

- As a part of the Missional Leadership Initiative, representatives from our Life Long Learning Partners and synodical non-degree training programs met to share resources and create a new network of partners in learning. Hopefully, this will increase the number of lay leaders for mission in our congregations and synods.
- Planning is underway for a consultation of Candidacy Committee representatives and the Directors for Evangelical Mission in Region 9. The consultation will focus on the initial interview questions in the candidacy process and the mission developer behavioral interview questions in order to increase candidates' passion for mission.
- In October 2011, Word and Service rostered leaders met to follow up on the Church Council recommendations related to the requests from the Public Ministry Consultations held in 2010.

The churchwide assignment consultation was held September 2011. There were 97 candidates in the fall assignment process of whom 37 were administratively assigned, 19 were approved restricted candidates and 41 were available for assignment. A total of 89 vacancies were reported by regions.

Nearly 70 active leaders in the Book of Faith Initiative gathered October 13-15, 2011 at the Lutheran Center. The consultation's purpose was to create a Book of Faith Leadership network to shepherd the next phase of the initiative.

Poverty and Justice Ministries

The members of the team have been focusing on providing training and working with social ministry organizations. Community Development Services has been actively involved in forging a new partnership with Seafarers and International House (SIH) and Lutheran Association for Maritime Mission (LAMM). The spring 2011 LAMM board meeting began that new partnership. The Building Capacity for Sustainable Ministries Consultations were held for congregational leaders in Detroit, Michigan; Los Angeles, California; and Philadelphia, Pennsylvania. Separate trainings for Latino congregational leaders were held at various locations in the U.S. Members of the team co-presented a workshop at the Lutheran Services in America Annual Conference on re-rooting congregations while addressing poverty & justice issues within the community and at the African American Lutheran Association meeting. There was a consultation for the Navajo Lutheran Mission (Congregation & School) in The Navajo Nation. Multiple workshops were provided at the Women of the ELCA Biennial Gathering. Relief Services training was held for 33 agencies and organizations that operate food pantries and hot meals programs. There were over 400 requests received for domestic hunger grants. One new social ministry organization was affiliated, Christ the King Outreach Center in Tacoma, Washington.

Another primary focus has been responding to disasters. 2011 has seen a series of devastating disasters across the United States. Tornadoes swept across numerous states in the Southeast and Midwest. Historic floods inundated areas of the Midwest. Unprecedented

droughts and wildfires encompassed Texas and parts of the Southwest. Hurricane Irene and tropical storms flooded large swaths of the Mid-Atlantic and New England regions. Of particular note, these disasters damaged or destroyed at least seven ELCA congregations and damaged or destroyed the homes of hundreds of ELCA members. Lutheran Disaster Response (LDR) is operating volunteer clean-up and rebuilding programs in numerous places. LDR is also implementing case management work to assist disaster-affected families. An inter-unit group is accompanying and supporting the ELCA congregations with damaged or destroyed facilities to sustain vital ministries and prepare for rebuilding.

Synodical Partners for Mission

A team of 11 CSM staff continue to serve as “Relators” to the Directors for Evangelical Mission (DEMs). These relators support the work of the DEMs through guided telephone conversations every other month. These calls provide intentional connections and growing relationships among staff that allow for encouragement, coaching, feedback and assessment. In addition, CSM is working with Research and Evaluation (RE) to provide review and assessment of our *Evangelizing Congregations Missional Plan* with several of the synods referred to as the “Synods 23” project. Currently there are four DEM vacancies.

The Regional Coordinators continue to focus on candidacy and assignments, first call theological education and campus ministry. Several of the Regional Coordinators also convene the DEMs for mutual support and ministry regionally. The work of candidacy relates specifically to our Leadership Team while Campus Ministry (CM) relates to the Congregational Centers for Mission Team. Since February, significant attention has been given to the shift in CM funding due to the 2012 Campus Ministry grant reductions.

The Faith Practices Team has finalized the Faith Practices Proposal and awaits its review by the Churchwide Administrative Team. The DEMs were able to review highlights of the proposal in their June-July relator calls. A gathering of Faith Formation Leaders took place at Luther Seminary, September 26-28, 2011. The goal of this summit was to survey the landscape of ELCA Faith Formation activity. The Prayer-Revivalist Team met in April 2011 and developed a proposal to offer Lutheran Prayer Revivals and workshops in various new venues including ministeriums and seminaries. The CSM unit continues to partner with the Global Mission unit at Global Events that highlight the issues of Migration and Immigration.

The eighteen synods which received ELCA Macedonia Project grants are now implementing activities at conference gatherings and in congregations. The foci of the Macedonia Project are equipping steward leaders, one-on-one conversations on stewardship and tithing, and making a relational ask. A website is in development that will include resources and stories to support and enhance this effort. There were 45 leaders representing 32 synods, which attended the *Mission Interpreter Coordinator Conference* in August 2011. A majority of participants were new leaders in synods who are renewing this effort. New content focused on ‘Thank, Inform, Teach, Inspire, Tie Together and Invite’ as ways to bring the message of our ministry together to congregational leaders and people in the pew. In August, 24 leaders from 12 synods completed *Ventures Steward Leaders*, a training on year-round stewardship and renewal. A key focus is on the competencies of a well-formed steward and effective annual financial response. Two synods have already completed events involving congregational leaders. More events are planned for fall and spring.

Worship Ministries

The Worship Ministries team welcomed the Rev. Peter Perella to the team as Director for Worship Ministries, at the beginning of August 2011. The newly-configured team has

begun imagining new ventures to further ongoing formation in the area of worship and mission. A consultation, with representatives from the Partners in Worship network, is being held in early December 2011 to invigorate the work of that network across this church.

Since the spring 2011 Church Council meeting, our work was focused primarily on planning and implementing worship for the 2011 Churchwide Assembly, as well as continued oversight of the Lutheran Center Chapel, publishing the monthly Worship E-news sent to more than 4,000 subscribers and responding to questions and concerns about worship via mail, phone, and e-mail.

Oversight, Personnel & Staffing

The new Director for Worship, Peter Perella, began his new call on August 1st (just before the Churchwide Assembly in Orlando).

The following synods received new Directors for Evangelical Mission: Mark Allred, Alaska; Michael Keys, Oregon; Maria Paiva, Southwest California; John Schaumburg, Grand Canyon; Pedro Suarez, Texas-Louisiana Gulf Coast; Nancy Nyland, Indiana-Kentucky; and Elizabeth Yenchko (interim), Upstate New York. Current vacancies exist in the following synods: Northern Great Lakes, Northeast Pennsylvania, Upstate New York, and Southeastern Synods.

Additionally, the Advocacy Ministries Team welcomed Sarah Dreier, International Policy (shared with The Episcopal Church) and Derrick Richardson, Domestic Policy. The Grassroots Advocacy Policy position is planning candidate interviews.

Also two summer interns worked with our unit – Jordan Collins Brown interned with the Youth Gathering and Sharia Green interned with Domestic Hunger Grants.

Finally, an overview of the CSM Leadership Teams through the lens of the first congregation in Acts 2:41-46.

- Ethnic Specific and Multicultural: *“So those who welcomed his message were baptized that day...(Pentecost, the great multi-cultural gathering in Jerusalem).*
- Leadership for Mission: *“They devoted themselves to the apostles’ teaching...”*
- Worship: *“They devoted themselves ...to the breaking of bread and the prayers...praising God...”*
- Poverty and Justice Ministries: *“many wonders and signs were being done by the apostles...”*
- Advocacy Ministries: *“they would sell their possessions and goods and distribute the proceeds to all, as any had need...”*
- Congregational Centers for Mission: *“day by day, as they spent much time together in the temple, they broke bread at home and ate their food with glad and generous hearts...”*
- Synodical Partners: *“all who believed were together and had all things in common.”*

Annual Report ELCA Campus Ministry Fall 2011

Background

Campus Ministry Policies and Procedures, Section V.B.4.b states the Churchwide Campus Ministry Team (CCMT) is to provide an annual summary report to the Church Council.

Campus Ministry Policies and Procedures clarifies the ways in which the work of the churchwide organization, synods, Area Campus Ministry Agencies (ACMAs) and Campus Ministry Agencies (CMAs) is coordinated to advance the mission of campus ministry throughout the ELCA. Mandated annual reports from CMAs who receive churchwide and/or synodical funding provide significant data to the Churchwide Campus Ministry Team (CCMT) and synods as they allocate financial and programmatic resources. The CCMT has developed a series of “best practices” to support *Policies and Procedures*.

Highlights

The annual report asks CMAs to summarize their yearly activities in twelve categories and provide feedback to the churchwide and synod offices concerning their effectiveness and needed programmatic resources. Data was collected from 148 campus ministries that reported information using the electronic Annual Report form.

Worship

- Most ministries expressed a focus on worship as one of the primary ministries at the campus ministry site. 81 percent of ministries offered between one and ten services per week, with nearly 95 percent of ministries making Holy Communion an option at least once a month.
- 45 percent of ministries reported average weekly worship attendance of 1-15; 43 percent of ministries reported 16-50. Nine percent reported attendance over 50.
- Campus ministries reported using many styles of worship and expressed a desire to creatively incorporate new styles when possible. The *Evangelical Lutheran Worship* was the most popular, but styles such as Taizé, Holden Evening Prayer, global services and Praise Band Worship were also commonly used, among others.
- “Going green” continued to be a popular trend this year as ministries worked toward projecting worship resources, using less paper during services and being more environmentally conscious.
- Partnering with local ELCA congregations as well as campus ministries of full communion partners was a particular trend this year, with many ministries reporting steps taken to partner in worship or hopes of partnering in the upcoming year. Those campus ministries who have already begun partnering have mostly reported success as students enjoy the diverse worship styles as well as a larger worshipping body that comes through the partnership.

Evangelism/Outreach

- Online outreach was the most commonly reported method of reaching and communicating with students this past year. Almost all ministries used email and most also used web pages and social networking sites. Over 90 percent also reported that a personal student invitation was another major way students on campus learned about the ministry.
- Ministries made 25,057 initial contacts with students last year, which is about the same as in 2010 (25,019), and up from 2009 (23,711).
- 51 baptisms were reported for this year, 28 of which were adults. This is up from 45 reported baptisms last year, of which 24 were adults.

- Ministries reported seeing an increased importance in the work peer ministers are able to do with outreach. 60 percent of ministries reported using peer ministers for evangelism and outreach to students on campus, up from 53 percent last year.
- As with last year, campus ministries reported that being open about issues of human sexuality and being justice-oriented was not only a strong drawing point for new students, but also offered an avenue to reach out to the formerly unchurched. This was especially the case for those ministries located on campuses with large religious student groups that outwardly and vocally oppose homosexuality.
- Partnering with non-Lutheran and non-Christian students and neighbors was a major trend this year. Many ministries reported starting dialogue and/or increasingly inviting those of other faiths and traditions into their midst.

Christian Education/Faith Development

- Bible studies for students continued to be the most commonly offered form of Christian education; 87 percent offer a Bible study (90 percent the prior year). 84 percent reported offering topical/issue studies (86 percent). Just over half of ministries reported offering retreats and spiritual direction as well.
- In a given week, 47 percent of ministries reported engaging 6-15 students in educational and faith development opportunities; 24 percent reported engaging 16-50 students. 17 percent reported that 6-15 faculty/staff participated weekly in education and faith development activities.
- A strong component of many ministries' Christian education programming included inviting guest speakers and/or promoting discussions between people of various faiths/beliefs/backgrounds this year. Ministries often asked theologians, professors and non-ELCA students to lead discussions and/or dialogue on various topics and disciplines.

Hospitality/Community Building

- A shared meal is the most common way ministries reported fostering community. 81 percent reported offering a daily or weekly meal, up from 76 percent of ministries in 2010. This year also saw an increase in informal gathering space and free wireless access for students as a way of building community, as 84 percent of ministries offered daily or weekly informal gathering space and 79 percent offered daily or weekly wireless internet access.
- Ministries reported being considered a hospitable place to those who often feel left out on campus. 68 percent of ministries were engaged in interfaith dialogue; 40 percent of the ministries were designated as a Safe Zone and/or Reconciling in Christ. Others reported working with international students, immigrants and ESL students.
- Tight budgets have reduced the number of retreats. This trend was first evidenced in 2010. Instead, on-campus, lower-budget activities have increased as a way to foster community.
- Events and activities that pay particular attention to the academic year were reported as being a popular way to foster community. These included exam breaks during testing times, free food and kitchen access for students living on and off campus, projects in the residence halls and special programming and discussions. Ministries report that hospitality and on-campus activities have been even more important over the past years as students have less funds to spend and are in need of more low-budget and free ways to socialize, learn and grow.

Community Service

- 24 percent of ministries reported that 6-15 students engaged in at least one service opportunity during the previous year, 42 percent reported 16-50, and 32 percent reported over 51 students, including 4.1 percent of which had over 150 engaged in service. This is an

increase from the numbers reported in 2010, where 35 percent of ministries reported that 6-15 students engaged in at least one service opportunity during the 2009-2010 year, 35 percent reported 16-50, and 12 percent reported over 51 students, including 3 percent of which had over 150 engaged in service.

- 51 percent of ministries offered a travel service/learning opportunity that included educational information and group-building activities before the event, individual and group reflection during the event and group discussion upon return. This is the same percent as the previous year.
- 51 percent of ministries reported student participation in travel/service learning opportunities not offered by the ministry, up from 42 percent the previous year.
- Ministries offered a variety of service opportunities: the most popular (in order) involved working in shelters or food pantries, serving youth, cleaning up the environment, working with the elderly and building/repairing homes. Ministries also expressed an increase in students' desires to find alternative service projects that meet the new and unique needs their communities are facing, including working with programs for immigrants, tutoring those with learning disabilities and leading ESL programs.

Justice/Advocacy

- The topics most reported as a focus of activities or programs related to justice and advocacy were: hunger, 63 percent of ministries; sexuality and gender issues, 60 percent; poverty and wealth, 57 percent; homelessness, 51 percent; environment, 50 percent. All of these topics received either the same priority as the prior year or saw an increase in related discussions and programming, with the largest increase shown in sexuality and gender issues.
- Biomedical/health issues (18 percent) and human trafficking (16 percent) were less reported than others and saw a decrease from the prior year.
- Discussions (70 percent), educational programs (53 percent), direct action (48 percent), and speakers (44 percent) were the most common ways ministries worked on justice and advocacy issues.
- A few creative efforts shared from this past year included:
 - M3 - Meal Movie Meaning. Each month a movie was chosen because of the justice issue it addresses. A related menu was also served. Each movie and meal was followed by a focused discussion.
 - Community and social justice gardens were started/used to teach about hunger and nutrition.
 - Community members were educated about issues and encouraged to write advocacy letters. The letters were hand-delivered in Washington, D.C. by ELCA staff.
 - Tasting and sales of "fair trade" items were hosted in public spots on campus.
 - A speaker led a 3-week series on advocacy in the Middle East.
 - Programs and discussions were developed to counter the efforts of one of the evangelical Christian groups on campus that promoted "healing" and "repentance" for LGBTQ students to become straight.
 - Education about and advocacy for students in the community with learning disabilities was increased

Pastoral Care

- 99 percent of ministries cited pastoral conversation as a means of care, up from 94 percent the previous year. 79 percent of ministry staff provided regular office hours, up from 75 percent.
- 90 percent of ministries reported rendering pastoral care/counseling via electronic means. This is a growing trend, up from 89 percent the previous year.

- The majority of pastoral care was offered by staff. However, 58 percent of ministries reported training student peers to work with basic pastoral care. Training students in this work appears to be a growing trend among ministries.
- 41 percent of ministries reported staff serving on university “care” or “response” teams.
- On par with the numbers reported from the previous year, the average time spent per week in pastoral care conversations was reported to be 8.7 hours
- 148 weddings and 45 funeral/memorial services were conducted this past year. 369 couples received pre-marital counseling, a large increase from the 243 reported the previous year.

Leadership Development

- Reported this year: 158 students from campus ministry are currently enrolled in seminary; 129 are currently in a candidacy process. Reported for the prior year: 167 and 169 and for 2008-2009, 218 and 198.
- Reported this year: 174 former campus ministry students are now volunteering in programs such as Lutheran Volunteer Corps, Peace Corps and AmeriCorps. For the prior year, 149.
- Reported this year: 531 former campus ministry students (graduated within the past five years) currently serve in congregational or synodical leadership. 608 were reported for the previous year.
- 91 percent reported student leadership in worship and developing worship.
- 56 percent of ministries utilized a peer ministry program. This has increased from 51 percent the previous year. Many ministries reported efforts to increase peer ministry positions in their ministries and to improve the training of peer ministers.
- Less than 30 percent of ministries reported having an active LSM group on campus.

Stewardship/Fundraising

- Flat or declining grant lines were still a concern this year. Ministries were increasingly looking to non-traditional revenue sources (e.g., special events to supplement alumni appeals, line item support in congregational budgets and program grants from synodical sources).
- Less than half of campus ministries reported having a strategic plan for fundraising.
- 42 percent of staff reported spending less than 10 percent of available time on fundraising. 47 percent spent 11-30 percent of time on fundraising. 8 percent spent 31-50 percent of time on fundraising. 3 percent spend over 50 percent. This is about the same breakdown as was reported last year.
- A fundraising letter was the most common means of solicitation (70 percent), followed by an e-mail/listserv (57 percent), and face-to-face contact solicitation (57 percent). While previously one of the most common ways to solicit funds, newsletters are now sent to alumni and donors by less than 50 percent of ministries.
- 70 percent of CMAs (prior year, 65 percent) conduct an annual financial appeal to alumni, parents, and friends of the ministry. 83 percent (prior year, 77 percent) receive congregational funds. 41 percent (prior year, 38 percent) of ministries have endowments and 26 percent (prior year, 29 percent) utilize planned giving. 61 percent (prior year, 59 percent) utilize special events/programs for fundraising.
- This year, as with last, fundraising was reported as not being important solely to maintain the ministries’ programming and facilities. Many ministries reported doing fundraisers for Lutheran World Relief, Lutheran Disaster Response, and a variety of local charities.

Vision and Planning

- 81 percent of CMAs (prior year, 78 percent) reported engaging in annual goal setting. To set goals, 89 percent (prior year, 91 percent) included students in that process, 86 percent (prior

year, 84 percent) involved a board, 76 percent (prior year, 79 percent) had staff participation and 42 percent involved local clergy.

- A vision/mission statement is something 80 percent of ministries reported having.
- To evaluate the ministry, 53 percent of ministries used student input for the campus ministry annual report and 53 percent utilized a monthly review of ministry staff needs. 49 percent utilized board input as part of the campus ministry annual report input and 36 percent conducted an annual board retreat or had a quarterly or semester review by the leadership team

Ecumenical/Interfaith Cooperation

- 70 percent of CMAs reported having staff who serve as members of an ecumenical or interfaith organization. The prior year was 72 percent.
- The most frequently reported ways in which ministries engaged in ecumenical cooperation were joint worship (66 percent, 57 percent the prior year), joint service projects (60 percent, 60 percent the prior year), shared meals (60 percent, 57 percent the prior year), and joint sponsorship of speakers (47 percent, 41 percent the prior year).
- Interfaith programs and dialogues led by professors or speakers from outside of the ministry continued to be a growing area of ministry. Many ministries reported bringing in knowledgeable special guests to lead educational workshops, open dialogue and answer questions. Partnering with and learning about Islam is a common trend.
- CMAs reported joint sponsorship of programming with a variety of Christian groups (especially full communion partners) and groups from other religious traditions. With budget concerns, this trend appears to be growing very quickly as ministries seek creative ways to distribute programming for their students among different campus groups.

Building Relationships

- Ministries worked to develop cooperative networks throughout the year. 46 percent (prior year, 42 percent) reported that a staff member served as a classroom resource on campus. 55 percent (prior year, 50 percent) were involved in summer orientation at their university. 40 percent (prior year, 35 percent) served on crisis teams, 41 percent served on campus committees and 35 percent (prior year, 31 percent) had students involved as staff in outdoor ministries. 21 percent (prior year, 23 percent) served as a Lutheran Youth Organization (LYO) resource
- To build local and synodical relationships, 89 percent of ministries (prior year, 84 percent) had a display at the synod assembly, 60 percent (prior year, 57 percent) worked with local congregations on service projects, 59 percent (prior year, 67 percent) led worship or youth activities in local congregations and 58 percent (prior year, 56 percent) submitted articles to congregational newsletters.
- Cultivation of congregations within close proximity of regional campuses continued to be a particularly high priority for ministries serving such institutions. Many ministries reported an increase in partnering with congregations in various ways or a desire to do so in the upcoming year.
- One ministry reported that ministers of local congregations would often come to lead worship at the campus ministry in order to build relationships with students.
- The Lutheran Student Movement (LSM) has not received strong support from CMA in recent years. 20 percent (prior year, 29 percent) of ministries reported attendance at regional retreats, 16 percent (prior year, 20 percent) reported attendance at the national LSM gathering and only 14 percent (prior year, 22 percent) had a local LSM chapter.

Additional Reported Information

- Race and ethnicity: 97 percent of campus ministries reported working with Caucasians, 49 percent with African Descent, 40.5 percent with Asian/Pacific Islanders, 34.5 percent with Latinos, 22.3 percent with Arab Americans and 15.5 percent with Native Americans.
- Religion: 95 percent of campus ministries reported working with Lutheran students, 90 percent reported working with Protestants other than Lutherans, 72 percent reported working with students with no religious affiliation, 61 percent reported working with Roman Catholics, 18 percent reported working with Muslims and 18 percent reported working with Jews.
- 74 percent of ministries reported working with students who identify as GLBT.
- 27 percent of ministries reported working with differently abled students.
- Site: 35 percent of ministries reported being ELCA center-based, 34 percent of ministries reported being ELCA congregation-based, 26 percent reported being Ecumenical center-based and 3 percent classified themselves as Cooperating Congregations in Campus Ministry (CCCM).

Summary and Trends

- CMAs continued to experiment with a variety of worship forms. The ongoing challenge is to offer worship which draws on the riches of the Church's liturgical tradition while finding new language and forms which can speak to an increasingly unchurched population on campus. Campus ministries reflect the larger debate around the question, "What constitutes Lutheran worship?"
- Utilization of social networking sites such as Facebook, ministry websites, and other electronic communication is becoming more and more important for campus ministries. Virtually all ministries employ these means of communication. Finding ways to steer students to these sites, so that they actually see the information posted, is a challenge.
- Increasing tuition costs, accompanied by tighter credit and less available student aid, has created stress for students. Financial concerns were commonly cited as a "hot topic" on campus. Ministries are being challenged to find ways to serve students who are concerned with finances and some are evolving to serve as a place for financial discussions, programming/activities and free internet and food.
- The weak economy, along with flat to declining grant lines for campus ministries, made meeting ministry budgets more difficult. Ministries seem to be responding to this challenge by cultivating closer relationships with area congregations and other on-campus religious groups where possible, reevaluating spending and initiating new fundraising ideas and campaigns.
- Ministries continued reporting that the ELCA's openness regarding sexuality opened up new opportunities for productive conversation and allowed ministries to serve as a space for those who did not feel accepted elsewhere on campus.
- The three areas in which CMAs most want assistance from the CCMT are: stewardship and fundraising (38 percent, prior year 68 percent), building relations with other groups (35 percent, not listed prior year), and board development (32 percent, prior year, 41 percent). Last year, evangelism was one of the top areas in which CMAs wanted assistance (prior year, 40 percent). This year it was ranked as fifth most important (prior year, 23 percent).
- Ministries reported difficulty in knowing when Lutheran students are coming to campus and how to effectively integrate them into programming and leadership opportunities within the ministry.
- Continuing last year's trend, ministries reported an increase in programming related to Islam and figuring out how to partner with non-Christians in new and different ways.

Reports of Regional Coordinators

Region 1

Submitted by Shelley Wickstrom

Region 1 is the partnership of churchwide, the six synods of Alaska, Northwest Washington, Southwestern Washington, Eastern Washington/Idaho, Oregon and Montana and related ministries. Our congregations are made of people of the plains, the mountains, the rivers, tundra and sea. Pacific Lutheran University, pan-Lutheran Trinity Lutheran College and Holden Village are in Region 1. Consultation to Clergy and LENS (Lutheran Education Network and Services) are partnerships with the local district of the Lutheran Church-Missouri Synod that have expanded our ministries in the Pacific Northwest.

The partners in Region 1 continue to look for new ways of partnering for the sake of the Gospel. We've moved from working with shared staff in a regional center to an emerging focus on consultation and training for the benefit of synod-specific and shared ministries. The region maintains a Financial Services Office that serves the six synods and their related ministries.

"To assist this church to bring forth and support faithful, wise, and courageous leaders whose vocations serve God's mission in a pluralistic world" is an overarching theme of regional work. Five of our synods offer First Call Theological Education together. The Montana Synod was a pioneer in ELCA First Call Theological Education and continues to offer an annual event that prepares newly-rostered leaders for service within the context of the history, cultures and geography of Montana and Wyoming. The Lutheran Staff Association gathers lay and rostered staff serving in congregational settings across the region. Their annual conference provides continuing education credit, worship, the availability of spiritual directors, fellowship and fun.

New this year in Region 1 is Soul Café, an online platform for collaboration. It is designed to lift up our passions, help us coordinate efforts, shape best practices and mutually empower all of our ministries. We are hopeful that this tool will bridge the distance and allow individuals, congregations, committees and partner ministries to resource each other as the Spirit leads.

A region-wide campus ministry consultation on funding occurred. We are in the midst of re-configuring campus ministry oversight among the partner synods. In this time of financial angst for our existing campus ministries, two more are developing organically. The ELCA congregations in the Treasure Valley of Idaho are developing campus ministry to and with students and faculty of Boise State University. Through a shared mission development plan, the Presbyterians, Lutherans, United Methodists and Episcopalians in Alaska are providing local partners to develop campus ministry for the University of Alaska-Anchorage.

From ongoing conversation with former board members of the Lutheran Youth Organization, a conversation has been convened for representative Youth and Family Ministry staff of each synod, camp directors and faculty of Trinity Lutheran College to share and enhance models for youth leadership training.

Synod leaders on the Hunger, Companion Synod and Global Mission committees are meeting for training annually. Candidacy Committee training is ongoing.

The Women of the ELCA members across Region 1 were delighted to welcome the Women of the ELCA Triennial Gathering to Spokane, Washington last summer. Nobel Prize winner Leymah Gbowee, who spoke at the Triennial Gathering, included in her book tour a lunch hosted by her WELCA prayer-partners in Seattle just prior to the announcement of her award.

Region 2

Submitted by Margy Schmitt Ajer

As we all are working at moving into the new churchwide design and the LIFT process, we have heard over and over that one of the new paradigms is networking, collaboration and relationships.

That is exactly the description that I would use to describe the joint work of the synods of Region 2. The five synods that make up this region (Sierra Pacific, Southwest California, Pacifica, Grand Canyon, Rocky Mountain.) have been networking, building collaboration and nurturing relationships for a long time!

Some of this work has been happening for a while:

- First Call Theological Education
- Mobility Conferences
- Bishops' and Synodical staff retreats and ongoing support
- Cooperation in candidacy, campus ministry and many other areas
- Churchwide consultations around global mission, hunger and other ministries

This year we have added some new work:

- CREDO—an opportunity for deep theological reflection for adult lay people who wish to engage in understanding how faith impacts the many issues and actions of everyday life
- Cross Training—a youth-teaching-youth event focused on servanthood and leadership development
- Stronger connections between campus ministry partners and synodical mission.

At our September regional consultation we set forth plans for future work:

- Developing a young adult listening event
- Plan for a more stable future for our archives
- Explore developing a stewardship event, following the CREDO model
- Campus ministry conversation around sharing resources.

There is change happening throughout the church, and that can be disquieting. But the work of this region, to be involved in carrying out Christ's mission through networks, collaboration and relationships will continue.

Region 3

Submitted by Paul Baglyos

The August 12, 2011 draft of the ELCA Churchwide Organization Operational Plan for 2011-2013 identifies within the first of six goals an intention to “convene discussions between the churchwide organization, seminaries and candidacy committees to reach agreement on the characteristics of missional leadership needed for the future and to identify best practices.”

The work of the nine regional coordinators for missional leadership relates to that intention directly.

The work of regional coordinators relates more broadly and more generally to the opening phrase of that intention because a great deal of what we do is accurately described and summarized as *convening discussions*.

Perhaps better termed “conveners,” the regional coordinators are well-positioned to bring people into fruitful conversations with one another across overlapping areas of service involving the churchwide organization, synods, and various institutions and agencies.

Since my report to the Church Council last year, the following discussions have been convened in Region 3:

- A candidacy discussion involving synod staff who work directly with candidacy matters in their synods
- A discussion about Book of Faith engagement among youth and young adults, involving Book of Faith advocates, youth and young adult ministry leaders, and other interested leaders throughout Region 3
- A mission discussion involving the directors of evangelical mission and the regional coordinator
- A discussion of matters of common interest and best practice sharing among the nine synod vice presidents and the regional coordinator
- A discussion of matters of common interest among the regional coordinator and ELCA Church Council members from Region 3
- A first-call theological education discussion involving synod staff or other synod leaders who work directly with FCTE in their synods
- A campus ministry discussion among campus ministry leaders at state universities throughout Region 3

I observe that the work of “convening discussions” multiplies with each occurrence, and my own capacity for that work increases as my experience within (and beyond) Region 3 broadens as I get to know more and more of the leaders within the region and beyond it.

Region 4

Submitted by Herb Palmer

Region 4 is “*in the heart of the ELCA with a heart for the world*”. Our 6 ELCA synods include the states of Nebraska, Kansas, Missouri, Arkansas, Oklahoma, Louisiana and Texas. Located in a diverse and changing environment, the church in this region is engaged in the mission of the gospel. Each of our synods is unique in history and context. There are common issues, nevertheless. Such issues include: forming a faithful witness of the gospel in a Christian religious culture that is strongly fundamentalist; having a place in the conversation about the needs of people in our communities; addressing immigration and fear; and resourcing the mission of the church in a shrinking economy.

My call as the regional coordinator is about the work of leadership. I participate in the work of Candidacy, Campus Ministry, Assignment, and wherever it is helpful to bring people together for mission.

Synodical candidacy committees include appointed persons from the synod, a synod staff representative, a seminary representative, and myself, representing the Churchwide Organization. Each of us has a role in the discernment process of candidates who desire to be rostered in the ELCA. Synodical candidacy committees set their schedules to meet two to four times a year. Each of our synod candidacy committees also plans a retreat, inviting candidates and committee members to study and worship together. These gatherings also serve to help candidates and committee members get to know one another. Candidacy also includes working with Theological Education in Emerging Ministries (TEEM) candidates, who have been appointed by the synodical bishop to serve in a congregation in a pastoral role. TEEM candidates must have a positive entrance into Candidacy, receive approval of the site and be enrolled in an ELCA seminary. I convene panels, which approve the study plan for each of the

TEEM candidates. A similar panel process is followed for those candidates who come from another Christian tradition and who seek to be rostered in the ELCA. When candidates have completed their studies and received a positive approval decision by the candidacy committee they are available for assignment to a region and synod. In addition to the two assignment consultations, some candidates are administratively assigned. My call is to assist with these assignment processes for the synods as needed.

A second primary leadership role in which I participate is with Campus Ministry. Region 4 is blessed with many colleges and universities. Many of which have an intentional Lutheran Campus ministry through a local congregation or an independent site. It has been the commitment of the ELCA to not only support our campus ministries financially, but to help the development of campus ministry in faithful mission. I work with local and synodical leaders for the sake of growing the presence and capacity of Campus Ministry in Region 4.

Region 4 is blessed with committed leadership among bishops, rostered persons, and lay persons. It is a privilege for me to work alongside these faithful leaders.

Region 5

Submitted by Carl Richard Evenson

The twelve synods of Iowa, Illinois, Wisconsin and Upper Michigan are gathered into Region 5. The result is a limited amount of dialogue, diversity in synods and bishops, yet a common commitment to our life together.

In the past year regional coordination of our campus ministries has become quite active, with a retreat for campus ministers, quadrennial reviews on campus, and a good deal of financial struggle as the region, boards and committees find their way forward in a time of lean resources. Personnel changes and vacancies have occurred. It has not been possible for the regional office to carve out more than the minimum amount of time and energy to service campus ministry. Yet our campus ministries remain vibrant centers for ongoing spiritual and religious conversation.

Much of my time continues to be spent in the area of candidacy. The region's synod bishops continue to caution against reduction in attention. Since candidacy decisions affect the church for years into the future, discernment should include candidate, synod committees, churchwide and seminary representation.

The assignment of seminarians has gone well enough, but the system is complex to candidates, bishops, and synods.

The key strategic direction for Region 5 continues to be to *assist this church to bring forth and support faithful, wise and courageous leaders*. To this end, regional emphasis continues to encourage the vital contributions and deepening relationships that grow in candidacy and in campus ministry within the synods. The task of the region and the deployed regional presence is to keep all parties working toward that goal for the sake of raising faithful and prepared leaders to serve the church. Region 5 serves vitally in maintaining communication and grace between disparate parts of the church in the endeavors of raising and nurturing leadership.

As we look into 2012, adjusting the assignment process for churchwide as well as synods will hopefully be positive for all. Coordinator attention to campus ministry and its ministers will be valuable as new arrangements and relationships emerge between our sites and their synods. Synod global mission and world hunger leaders will be meeting and Region 5 will gather its Diaconal, Associates in Ministry, and Deaconess rosters. These kinds of gatherings serve to build trust, increase awareness, share the burdens of life and enable good interaction between expressions, individuals and groups of the Evangelical Lutheran Church in America.

I continue to hear my calling to serve as Coordinator for Missional Leadership in our restructured churchwide organization. I hear it both within myself and from the many corners of the church I serve. I am called to be a bridge, a communicator, an ambassador and the connective

tissue among the church's expressions. My expertise, assistance and reflection from this unique outpost are valuable to leaders in synod and churchwide offices alike. My prayers go with the Church Council and all who serve this church so well.

Region 6

Submitted by Marilyn McCann Smith

The region's primary mission is to connect, resource, support and network those serving in leadership in our synods and congregations. The following examples represent the work of the region:

Global Gathering is a 48-hour event where invited campus ministry staff and student representatives, synod leaders from global mission committees, companion church groups, world hunger committees, malaria task forces, synod staff, directors for evangelical mission, those interested in Young Adults in Global Mission, and developers of ethnic-specific ministries gather to meet with churchwide staff and global guests connected to these areas of ministry. The shared information and conversations strengthen the work of synods and congregations and connects them with the global nature of our shared ministries.

Candidacy and Assignment of First Call Candidates is a primary area of responsibility for the regional coordinator. Attending all candidacy meetings, convening Theological Review Panels and Competency Assessment Panels and interfacing with seminary faculty demonstrate that candidacy is a shared responsibility and a churchwide process. Additionally, I meet with seminary seniors and with bishops to prepare for and carry out the biannual assignment of first call candidates.

First Call Theological Education is a natural extension of candidacy's preparation of rostered leaders and the first call assignment process to match candidate gifts with congregations' missional needs. Working regionally to provide opportunities for learning, nurture, and fellowship strengthens and supports these newly rostered leaders and has enhanced the synods' First Call programs. In 2011, five of the six synods participated. In 2012, all six will gather.

Campus Ministry is a significant opportunity for the ELCA to be engaged in intentional ministry with young adults. This takes place not only on our campuses, but those leading ministry in these settings are valuable resources to the congregations and synods as they seek to grow in their ministry with persons in this age cohort. The regional coordinator meets with staff, boards and committees to provide ministry reviews, support, and strategic planning. Diminished churchwide funds and resources for these ministries are being met with determined efforts to evaluate and plan for the future of these ministries.

Mission Immersion for Developers, Redevelopers, Ethnic Specific Ministry Leaders, and Campus Ministry Staff was held at *come2go* ministries in Ft Wayne Indiana. It was a 24-hour engagement with emergent young adult ministry where participants and leaders learned from each others' experiences and contexts. A Middle East immersion is planned for 2012.

Region 7

Submitted by Peggy Wuertele

As Paul Baglyos, Region 3 Coordinator, stated in his report to the Church Council, the regional coordinators are "*well positioned to bring people into fruitful conversations with one another across overlapping areas of service involving the churchwide organization, synods, and various institutions and agencies.*"

In region 7, I have convened and participated in the following conversations in 2011:

- Region 7 First Call Theological Education with 90+ first call leaders participating;
- Region 7 & 8 Campus Ministers' Retreat;

- ELCA Bishops Assistants' Gathering;
- Two churchwide assignment consultations;
- Region 7 assignment consultation for first call candidates;
- Region 7 Consultation with an emphasis on lay theological education and campus ministry;
- ELCA Lifelong Learning Partners Gathering;
- ELCA annual Campus Ministers' Gathering
- Region 7 Global Mission and World Hunger Leaders Gathering;
- Region 7 Youth Ministry Leaders Summit.

In addition, I have participated in 24 synod candidacy committee meetings, conducted eight theological review/competency assessment panels involving synod staff and seminary faculty, and met with numerous candidates and students at Lutheran Theological Seminary at Philadelphia for counseling on process.

In the area of campus ministry, I have conducted quadrennial reviews of Lutheran Campus Ministries at Harvard University, Boston University, Northeastern University, Kutztown (Pennsylvania) University and Lehigh University.

In addition I have worked with campus ministries in transition at Rochester Institute of Technology, Yale and State University New York, New Paltz, providing support and resources as the boards have sought to fill those positions. I have arranged for mentors for the new staff. I have worked with churchwide staff to administer grants and provide other support for the 18 campus ministries in region 7.

Region 8

Submitted by Nancy E. Gable

Region 8 is composed of eight synods in the mid-Atlantic region of the United States of America: Northwestern Pennsylvania, Southwestern Pennsylvania, Allegheny, Lower Susquehanna, Upper Susquehanna, Delaware-Maryland, Metropolitan Washington D.C., and West Virginia-Western Maryland synods. This territory includes nearly 1150 congregations and close to 453,000 baptized members. There are three major urban centers: Washington, D.C., Baltimore and Pittsburgh, as well as many mid-sized cities and suburbs, and numerous town and country parishes (some dating to pre-Revolutionary War days). Region 8 also includes numerous institutional expressions of mission and ministry: the Lutheran Theological Seminary at Gettysburg, (the first and oldest Lutheran Seminary in North America) founded in 1826; three colleges of our Church: Gettysburg, Susquehanna and Thiel, eight outdoor ministry sites and numerous expressions of social services, schools and advocacy ministries. From open farm land, to the industries of coal and steel, to the centers of government, culture, society and education, the region encompasses a great variety of people, places and issues. The industrial, mining and farming communities have seen declines in population, yet the cities have seen significant growth, including African American, Latino and African immigrant population increases. This experience is mirrored in the Lutheran Church in this region.

The partnership among the region's synods is expressed in many practical ways. First, and perhaps foremost, is the identification and nurture of rostered church leaders. Dedicated and talented staff guide candidates from the earliest stage of candidacy through the time of First Call in service. In my role as coordinator, I serve as the ELCA representative for this work, providing education and guidance for an interdependent process. Second, and less apparent to the casual observer, is the area of campus ministry activities that occur on our numerous public

university campuses. Ministry leaders in this highly specialized venue of ministry service are mission developers, guiding young adults through an important part of adult faith-formation. During 2011 several quadrennial reviews of these ELCA and synodically-funded ministries occurred. Campus ministry partners, synod staff and I worked together to implement the 38 percent reduction of campus ministry grants. Third is the partnership we enjoy in the collection and maintenance of the denominational history of the region. Because of geography and history, there are two locations for Region 8 Archives; the east location is carried out in partnership with the LTSG archives program while the west location is supported through the efforts of archivists at Thiel College. Fourth, is the collaboration with the eight Directors for Evangelical Mission (DEMs), who work in areas of mission development and re-development within each of the eight synods in the region. This year, the Region 8-based Congregational and Synodical Mission unit partners gathered for the first time to discuss shared visions for mission work and to discover the numerous ways that the work of the eight DEMs is inter-related. For example, the group discussed the role of advocacy ministry in the development of congregational mission plans and exactly how to assist congregations in developing these mission plans. Additional dimensions of collaboration with churchwide staff is seen through the annual Region 8 Global Mission, World Hunger, and Companion Synods gathering. It also is seen in the important conversations about mission support to both churchwide and various local agencies.

Finally, a good deal of time has been dedicated to planning and supporting a Region 8 gathering for rostered leaders. The event is scheduled for November 1-2, 2011 with the theme how together we are "Moving Forward With Christ". The Region 8 office is providing administrative support for the event with synod partners facilitating the preparation and follow-through of the conference. Everyone looks forward to having Bishop Hanson and Bible study leader, Dr. Walter F. Taylor, Jr., join us as presenters and guests.

There is a good spirit among the leaders of Region 8, people who are committed to the mission of the ELCA and who desire to find ways to embody that mission, particularly in the areas of campus ministry and candidacy.

Region 9

Submitted by Harvey Huntley Jr.

Rather than providing a generic overview of regional responsibilities in this report, I want to highlight several new initiatives that have emerged in the life of Region 9 in the past year.

At the initiative of the United Methodist Church and at the request of the Region 9 bishops, the regional council has appointed a task force from the region to engage in conversation with United Methodist representatives about mission collaboration between our two churches with Native American people. The task force has met twice in 2011 and is developing a purpose statement and proposal for such collaboration to be shared with regional leadership and churchwide staff.

Region 9 has been invited to participate in a pilot project in the area of candidacy during the 2011-2013 biennium. The purpose of the project is to integrate a focus on missional leadership into the ELCA candidacy process and also to test new resources and receive feedback on them. The first phase of this pilot will be an interview training workshop in early November.

The DEMs in Region 9 have invited the regional coordinator to assist them with implementing a new mission strategy for congregations through the 3DM approach, a strategy for forming disciple leaders in missional congregations. To that end I have taken initial training in that process as part of a congregational team in my home congregation in Salisbury, North Carolina.

Bishops' School, a week-long immersion in theological study for high school seniors held at Lutheran Theological Southern Seminary (LTSS), has now completed two decades in its relatively

brief life span. The school has attracted hundreds of young people, many of whom have gone on to attend seminary after further discernment.

As a result of the November 2010 churchwide consultation, deployed mission resource staff in Region 9 have developed a draft proposal for mission strategy and churchwide grants that is being reviewed by regional leadership and churchwide partners. If approved, the proposal would become operational for the 2013 fiscal year.

As a result of the churchwide reorganization, regions are now lodged in the Congregational and Synodical Mission Unit. The transition to new responsibilities has been relatively smooth and has the advantage of opening up new partnerships. Along with this structural change, the regional offices at LTSS moved to a new location on the seminary campus in August 2011.

I continue to be grateful for the opportunity to serve the wider church as a regional coordinator.

Global Mission

Submitted by Rafael Malpica-Padilla

The Global Community team within ELCA Global Mission (GM) seeks opportunities to recognize the resources of global companions while connecting them with members, congregations and synods of the ELCA. Through the practice of accompaniment, we are mutually strengthened and encouraged for the task of living within God's mission of restoring community throughout the world.

Global Engagements and Relationships

In partnership with the South Sudanese community in the ELCA and ELCA congregations, GM has begun coordination of evangelical witness in the new nation of South Sudan, which gained independence on July 9, 2011. A task force has been exploring missional strategies and avenues for common engagement among the largely Christian population in southern Sudan. Several ELCA congregations have already established relationships with several communities in South Sudan. Efforts in training local leadership are also taking place.

Throughout the Middle East and North Africa (MENA), our companions continue to navigate the choppy waters of what has become known as the "Arab Spring". Christians from regions encompassing Egypt, Lebanon, Syria and Palestine continue to wonder what impact these societal upheavals will have for them, both as citizens and as communities of faith. We are pleased, therefore, to enter into a new partnership with the Religion & State program being operated through the Diyar Consortium and the ELCJHL in Bethlehem. More recently, MENA has been accompanying Palestinian church leaders, especially Bishop Munib A. Younan, in the midst of the Palestinian bid for statehood recognition at the United Nations.

Over the past seven years GM's accompaniment of Lutheran churches in the Latin America and Caribbean region has focused on processes for sustainability in the churches' mission and ministry. During this time GM has networked with the United Evangelical Lutheran Church in Argentina (IELU) and conducted a series of workshops on preparing leaders for implementing this dynamic process. These workshops have energized a group of young and enthusiastic leaders that will continue moving the church forward in making the changes needed for sustainability in mission and ministry. During 2010-2012 the Evangelical Lutheran Church in Peru (IELP) asked GM to walk with them in this participatory and collaborative process leading to effective change.

The Lutheran Church in Liberia honored the 28-year ministry of ELCA missionary Bette McCrandall at a celebration held in conjunction with the church's General Convention in the summer of 2011. Global Mission Executive Director, Rev. Rafael Malpica Padilla, preached at the celebration worship during which the many contributions of "Sis Bette" to the life of the LCL and to the Liberian people were shared.

A group of students from Wartburg College spent their May term in Senegal, exploring Christian-Muslim relations. Hosted by the Lutheran Church of Senegal and facilitated by Dr. Peter Hanson, an ELCA missionary, this interfaith immersion program drew on the expertise of leaders from within the church and from within the historic development programs supported by the ELCA. The purpose of the program was to highlight the diversity of Islam in the context of West Africa and to experience the potential of Christian-Muslim cooperation in improving the well-being of local communities.

The ELCA Wittenberg Center in Wittenberg, Germany, is experiencing a reformation of its own. Following a consultation in Chicago with over 20 participants from across the church, the

ELCA Wittenberg Center is retooling its engagement in promotion of the Luther Decade, commemorating the events leading up to the posting of Martin Luther's 95 Theses on the church door in Wittenberg on October 31, 1517. The Center's goals are to provide a space where Lutherans from across the globe can gather to explore Lutheran identity and what it means to be the ever-reforming church in this important time in our history.

The Japan earthquake has had a devastating impact on Japanese society, and the Japan Evangelical Lutheran Church is deeply engaged in responding to the physical, social and spiritual needs of the people. In China, accompaniment with the Sichuan Christian Council is being deepened through capacity-building in church leadership and evangelism, while the Young Adults in Global Mission program in Malaysia has been reinvigorated with eight new volunteers serving with the Basel Christian Church of Malaysia in Sabah.

Missionary report

The current number of missionaries in service with the ELCA is 222, serving in 44 countries. This includes both salaried personnel and volunteers. A statistical breakdown shows the following number of missionaries by category of service: 76 Long-Term, 13 Letter of Agreement, 19 Global Mission Two-Year, 23 Global Mission Associates, 1 International Horizon Intern, 50 Young Adults in Global Mission, 31 Volunteers, and 9 Global Companion Synod Volunteers. The latter category represents a growing and collaborative effort between ELCA synods and GM, in which personnel identified by the synod serve under joint appointment with GM. The ELCA synods currently participating are: Delaware-Maryland, Southeastern Pennsylvania, South Dakota, Southeastern Iowa, Metropolitan New York and North Carolina.

Young Adults in Global Mission (YAGM)

Fifty young people began service in August through the YAGM program. Volunteers are currently serving in Argentina, Uruguay, Malaysia, Mexico, Palestine, South Africa and the United Kingdom. The Central Europe program is in transition and will begin again in 2012 with a long-term missionary serving as coordinator. A new program in Madagascar will also begin in 2012. Additionally, a comprehensive survey of all YAGM alumni is currently underway. The survey results will provide information as to the impact of the YAGM program on the ELCA, on the larger society and on volunteers' lives.

International Leadership Development

One of the ways GM carries out accompaniment is by providing education and training opportunities for individuals chosen by our international companions to fulfill specific leadership needs in their churches and institutions. GM makes scholarships available annually for study. In 2011, GM awarded 16 international scholarships: seven students are studying in ELCA seminaries; the remaining nine are engaged in study programs closer to their home contexts. The students this year are from West, East and Southern Africa and Madagascar, China, Japan, Indonesia, and Costa Rica. The companions seek scholarships in theological education, as well as in programs of hospital and business management. Forty-three international students are currently supported by GM.

Global Mission Finances

Current Fund

For the first six months of fiscal year (FY) 2011, GM operated within its approved spending plan with an overall positive variance of 13% (i.e., spent \$6.2 million of \$7.1 million year-to-date budget). The positive variance (underspending) is largely a result of payment-to-budget timing

with a number of pending companion church grants and missionary-related expenses. GM expects to spend all of the available allocation by the end of fiscal year 2011.

World Hunger Fund

As of July 31, 2011, GM spent at 95% (\$4.2 million) of the year-to-date allocation. The ELCA World Hunger income was \$6.3 million, which was slightly unfavorable compared to the year-to-date (YTD) budget by \$35,500; the income was notably favorable to that of the prior year by \$785,509 as of July 31. The 2011 World Hunger Appeal budget was set at \$19 million. Approximately 50% of World Hunger income is received in the last quarter of the fiscal year; hence, it will be necessary for us to carefully monitor how domestic affairs may shift attention from global hunger concerns, and with it giving dollars.

Special Appeals

The International Disaster Fund generated revenue of \$3.5 million and the expenditure of \$2.9 million in the first six months of this fiscal year, with \$2.8 million in income designated for Japan earthquake and tsunami relief. The extra-budgetary giving for the first six months totaled \$595,608, which was up \$40,173 from this time last year.

Diakonia

ELCA GM has identified four goals that will guide its utilization of ELCA World Hunger funds within the wider context of this church's global engagement. These goals, which will shape the work of GM's Diakonia section, reflect a commitment to engage in international development and disaster response as a church, building the capacity of all companions for effective and faithful response. These goals describe the desired outcome of ELCA action in four areas:

- (1) Communities escape poverty and improve their quality of life through rights- and asset-based sustainable development engagement in the following areas: income generation, food security, water, health and education. Cross-cutting priorities are the following: community health, with a particular focus on diseases intensified by poverty (Malaria, HIV and AIDS); climate change; links to disaster prevention/mitigation; vulnerable populations.
- (2) Communities experience increased justice and security in their daily lives through their strengthened capacity to claim their human or legal rights, to resolve conflicts, and to build peace (peace with justice; development with justice).
- (3) Households and communities rebuild just and dignified livelihoods following humanitarian crises (effective emergency response; linking disaster response to sustainable development).
- (4) ELCA GM and all ELCA expressions, together with global companions, engage in diakonia with increased knowledge and competence because a shared culture of mutual learning is fostered through ELCA GM (outcome-focused decision-making; knowledge-based planning; mutual learning with global companions; learning with ELCA synods and others; ELCA information and formation).

Malaria

GM's implementation of the ELCA's commitment to "Roll Back Malaria" builds on the strength of companion churches and expresses the common conviction of the ELCA and these churches: that malaria should be addressed not just as a disease, but a disease that is intensified by poverty. Companion churches are incorporating malaria control activities into their existing

programs for sustainable community development and health (particularly HIV and AIDS, as well as TB) and are coordinating their work with national malaria programs. The goal is to reduce the incidence of malaria and provide necessary medical care to poor, vulnerable and hard-to-reach populations. A January 2011 consultation of the Lutheran Communion of Southern Africa (LUCSA) concluded a year-long process during which five churches in the region developed country-specific plans (Angola, Malawi, Mozambique, Zambia and Zimbabwe). A regional LUCSA malaria coordinator is now working with the five country coordinators. Malaria programming is unfolding, with regional goals and peer support/review making both country- and church-specific program strategies effective and accountable. Baseline assessments have been undertaken in the five-country focus and a program planning convocation is scheduled for late October to present strategies and indicative budgets through 2015. In 2011 GM is also supporting malaria work in Nigeria (in cooperation with Global Health Ministries and the Minneapolis Area Synod) and in Tanzania (in cooperation with Lutheran World Relief/Lutheran Malaria Initiative, with a \$250,000 commitment over three years). GM engaged in preliminary conversations with Liberia and Central African Republic in 2010, but those plans are on hold, pending additional funds being raised.

Emergency Response

From April 2011 to the present, GM has continued or begun response to three major disasters (Horn of Africa, Japan, Haiti) and additional response in three other areas (Colombia, Malawi, Sudan). These responses have been coordinated with local companions and mission personnel as well as through our memberships in the ACT Alliance and LWF.

- Horn of Africa. In response to the growing drought and refugee crisis in the Horn of Africa, GM's response has been focused on the Lutheran World Federation/Department for World Service (LWF/DWS) Dadaab refugee complex in Kenya and the services LWF/DWS provides at the Dollo Ado camps in Ethiopia. GM also works with local churches in Ethiopia, Kenya and Tanzania.
- Haiti. Work has continued in Haiti with a focus on providing education and sanitation supplies to prevent illness during the continued cholera epidemic. GM also is working to rebuild livelihoods for local Haitians through new income-generating opportunities linking local producers to the private sector to ensure sustained market access. Progress on the vocational training center has continued with great speed with support from Northwest Iowa Community College (NICC), which hosted a three-person delegation from the Vocational Training Center of the Lutheran Church in Haiti. The delegation was introduced to hybrid technology through curriculum and carpentry workshops while visiting Iowa.
- Japan. Response continues in Japan following the March 2011 earthquake and tsunami. Food and non-food distribution to families and vulnerable households (women, children, disabled, elderly) and volunteer mobilization to assist people living in transitional housing have been at the core of work to date. Since the earthquake, more than 200 volunteers within Japan have been mobilized and sent to areas of impact. In September 2011, Japan Lutheran Emergency Response presented a report to the LWF Secretariat in Geneva that outlined relief strategies through 2013. This plan will be further developed over the coming two months.

Mission Formation and Relationships

The current challenges facing the ELCA, including changing patterns of church participation in global mission, and rapidly shifting global realities, present a complicated mix of factors that must be considered by congregational and synodical leaders. In order to bring the entire ELCA

into closer alignment with mission priorities, GM seeks to provide resources toward *formation* for *mission* and *relationships*.

Missional formation occurs when ELCA members are transformed through their participation in God's mission for the sake of the world. Global formation happens when ELCA members are transformed by their encounter with the global body of Christ. The programmatic focus of the GM team is to infuse global engagement in all expressions of the ELCA. These are the practices and values of accompaniment—the missiology of the ELCA in both local and global contexts—in order to deepen and extend sustained, faithful engagement.

In its efforts to be responsive to the needs of congregations and synods, GM is committed to accompanying ELCA congregations as they work toward a) building their capacity (by acquiring new skills and competencies) for missional engagement in both global and local contexts; b) deepening their understanding of accompaniment so they can extend the missional reach of the ELCA; and c) comprehending themselves as essential components of the ELCA so that their missional efforts are celebrated as contributing to the ELCA's commonly agreed strategy for engagement with companions throughout God's world.

For 2011–2012, “Glocal Mission Gatherings” have been a major focus of the Mission Formation and Relationships team. These gatherings intentionally connect the present situation in the United States to the rest of the world. This provides a chance to learn about the countries and cultures of our neighbors so that Latino, African and Asian partners from across the globe and around the corner can share their ministries with us. Since the last Church Council meeting in April 2011, seven events have been held in Illinois, Minnesota, Iowa, Wisconsin, Georgia, Texas and Kansas. More events are on the horizon.

Building on ongoing collaboration during the regional Glocal events, GM cooperated closely with the Congregational and Synodical Mission program unit in organizing the “Mission Encounter” during the 2011 Churchwide Assembly. The Encounter allowed voting members and others in attendance to experience the deep connection between local and global realities in the missional efforts of the ELCA.

This page left intentionally blank

Mission Advancement

Submitted by Ms. Christina Jackson-Skelton

The Mission Advancement unit is responsible for coordinating this church's communication, marketing, public relations, mission funding, major gifts, planned gifts and constituent data management. The governing description of this unit appears in continuing resolution 16.12.C11.

Over the past six months, the Mission Advancement unit has placed a high priority on helping the churchwide organization to achieve focused, strategic and consistent communication with ELCA members. Our vision is that ELCA members will know the distinctive mission-focused identity of this church, will be empowered to know and tell the story of God's redeeming love in the world, and, living in God's abundance, will personally support the work of this church in and beyond their congregations.

The work of the unit is carried out in five primary teams and highlights of recent work are detailed below.

Constituent Support

The Constituent Support team includes the ELCA Constituent Information System (ECIS), the Contact Center, Mail Services and the coordinator of ELCA resource centers.

Donor data was converted into our integrated database system (ECIS) in August 2011 as part of Phase II of the ECIS conversion project. Users can now see a 360-degree view of our constituents, which will help us improve communication with them. We will continue to work on integrating more databases into the ECIS system and cleaning existing data in the system.

The Contact Center has been processing more than 4,500 calls on average every month for the last few months. These calls include requests for congregation information and resources which come to the ELCA via phone, U.S. mail, email and website. Credit card donations by phone and mail requests are also included in this figure.

Constituent Care also supports a new ELCA e-store at <http://resources.elca.org>. Constituents and congregations are now able to order ELCA resources online without having to call the Contact Center. More than 1,100 orders were processed through the new e-store in the first 45 days. We have received very positive feedback from our constituents and will work to improve the constituents' e-store experience and satisfaction by lowering the shipping and handling costs for all e-store resource orders.

Marketing Communications

The Marketing Communications team worked collaboratively with the Office of the Presiding Bishop and the Office of the Secretary in the production of the twelfth Churchwide Assembly. In addition to message planning, presentation support and event production, staff supported online streaming and news at elca.org and across multiple social media platforms.

Assembly voting members approved the ELCA Malaria Campaign, and immediately new resources for congregations and individuals were released to 7,000 key leaders and all congregations. A refresh of www.elca.org/malaria was launched, and an e-blast encouraging support of the ELCA Malaria Campaign was sent to voting members, donors and rostered leaders. Advertisements in September 2011 reached approximately 300,000 households, and a news release was issued immediately following the assembly vote on August 15, 2011. Staff continues to provide resources to key leaders of congregations and synods to support their work in advancing this important commitment that now belongs to this whole church.

The latest edition of *ELCA Good Gifts* was also unveiled at the Assembly and launched online at www.elca.org/goodgifts. This 24-page giving catalog was distributed to 220,000 key individual households and all ELCA congregations in the fall. As a major source for new donor acquisition, this resource introduces and invites members to support ELCA ministries. The advertising strategy for

November and December 2011 will reach approximately 1.1 million households, including specifically targeted supplements in the *Minneapolis Star Tribune*, *Philadelphia Inquirer* and *Fargo Forum*.

In September, the ELCA Facebook page gained over 25,000 fans. The *ELCA.org* homepage began to see improvements in early August. New design and layout to provide visitors easier access to resources and fresh, relevant content are scheduled for the end of October.

Marketing communications also supports the work of mission funding resources and direct mail, as well as the production of e-Alerts for specific disasters.

ELCA Foundation

The ELCA Foundation highlights the way members of this church can use estate planning gifts to benefit the mission and ministries of this church. To date, the ELCA Foundation's charitable gift annuity awareness campaign has resulted in 70 new annuities worth \$2.4 million, and Kalos, the ELCA legacy society, has documented over 300 charter members with gift estimates of almost \$43 million.

Through the ongoing work of its 15 regional gift planners, the Foundation presents gift-planning seminars at ELCA congregations to heighten awareness of the opportunities that are available for individuals to make significant gifts to ministry through their estate plans. These seminars are followed up with individual visits to those seeking a deeper understanding of available gifting vehicles.

The ELCA's charitable gift annuity program remains strong with over 4,500 active annuities and a balance of over \$100 million in original gift value. The minimum gift for a charitable gift annuity is \$10,000. Nearly 500 larger gifts (minimum \$100,000) with a gift value of over \$80 million are held as charitable remainder trusts managed by the ELCA as trustee.

The Foundation's regional gift planners and professional leadership in Chicago work with local congregations in setting up mission endowment funds to benefit ministry, while encouraging investment in both the ELCA Mission Investment Fund and the ELCA Endowment Fund Pooled Trust Fund A.

Leadership of the ELCA Foundation is in transition following the resignation of David Novak, the interim director of the Foundation and director for gift planning, in mid-September. The Rev. Keith Nelson, a long-time associate director and regional gift planner, will work as interim director for gift planning until new leadership is in place. Dennis Prikkel resumed his prior work as associate director coordinating the central office work around gift planning administration.

Mission Funding

Mission Support

Synod-churchwide mission support consultations remain a central component of mission funding. The 2007 Blue Ribbon Report on Mission Funding stated that "Mission support is the foundation supporting churchwide and synodical ministry and mission" and recognized "the necessity of consulting together between congregations and synods and between synods and the churchwide organization before making decisions about changes in mission support sharing and proposed changes in patterns and staffing." Consultations with the 65 synods and 9 regions of the ELCA are important opportunities to discuss the interdependent relationship of congregations, synods and the churchwide organization to provide funding for domestic and global ministries. Mission support remains the core of ELCA churchwide funding, representing almost 80 percent of the financial resources that enable the ELCA to start new congregations and renew existing congregations, to provide financial support to ELCA seminaries and to support churches around the world. The director for mission support is responsible for convening the consultations and seeks to work collaboratively with the directors for evangelical mission and synod stewardship staff in each synod. In the 2009-2010 biennium, there have been 67 synodical-churchwide consultations and 11 regional consultations on mission support.

The Living into the Future Together: Renewing the Ecology of the ELCA report and recommendation related to mission support calls for a collaborative effort to develop a proposal for renewed, sustainable mission support to be brought to the 2013 Churchwide Assembly. The Mission Advancement unit will be directly involved in this effort in anticipation of a report to the November 2012 meeting of the ELCA Church Council.

Vision for Mission

Through the Vision for Mission appeal, members express their commitment to the wider ministries of the ELCA by giving an extra gift beyond their congregational offerings. In 2011, a year of transition, we have concentrated efforts in building relationships with key leaders in the Congregational and Synodical Mission and Global Mission units in order to involve more people in the selection of ministry stories that highlight the scope, depth, and impact of ELCA work, locally and globally.

A second emphasis has been to coordinate the direct mail appeal process with the Marketing Communications Team.

Third, plans are being made to review the focus, frequency and audiences for Vision for Mission in 2012 in order to attain maximum impact. We will finish year 2011 close to our income budget goal of \$1.3 million. The goal for 2012 is \$1.4 million.

Missionary Sponsorship

ELCA Missionary Sponsorship continues to enjoy strong support from congregations, Women of the ELCA units and individuals throughout the ELCA. The sponsorship team has been focusing on individual donor retention and constituent growth in 2011. Donor retention efforts have included recognition of significant supporters of ELCA missionaries at the Summer Missionary Conference banquet as well as at the Churchwide Assembly missionary sponsorship breakfast. Constituent growth has been focused on nurturing relationships with those persons in attendance at ELCA Global Events. Recently, Missionary Sponsorship is examining how it might broaden its support of our global mission work through an update and broadening of the missionary sponsorship program. A first proposal is expected to be presented to the March 2012 Conference of Bishops. Since the last meeting, the sponsorship team has also worked to train new and returning missionaries in communication skills and relationships with supporters. In addition to ongoing and foundational support from ELCA congregations, an increasing number of individual donors are making covenant commitments to the work of missionaries.

ELCA World Hunger, Disaster Response and Malaria Campaign

World Hunger

Through the end of August, giving to ELCA World Hunger rebounded from the declined giving levels experienced in early 2010. Results are running slightly behind the projected income of \$18.5 million. Additional plans for the year include:

- direct mail pieces to be received in mid-September and early November
- resource packets and additional letters to congregations
- high profile of Good Gifts (approximately 80 percent of gifts from Good Gifts are expected to come for World Hunger project work)
- education or interpretation opportunities in 12 synods
- follow up to proposals sent to mid-level and potential major donors

In the area of hunger education, new online Sunday school sessions have been completed, a new adult Bible study on hunger is currently being edited and new youth material is being written. Mission Advancement staff joined in a networking event on HIV and AIDS and is planning an HIV and AIDS-related education event in Atlanta in connection with World AIDS Day, December 1. Hunger education

and interpretation initiatives are being developed for the summer camping season through Lutheran camps and conference Centers. Looking forward to 2012, we are working with the ELCA Youth Gathering team on speaking and other activities, especially related to the themes of justice and peace.

Disaster Response

2011 is likely to be recorded as a year when more communities were impacted by natural disasters (tornadoes, floods, hurricanes) in the United States than in any recent time. In addition, a major drought in the Horn of Africa has created one of the worst humanitarian crises in decades and a major earthquake and tsunami struck Japan. ELCA Disaster Response has been active in the most impacted U.S. communities. In the Horn of Africa, The Lutheran World Federation is managing the largest refugee camp in this crisis (and largest in the world) and our Lutheran companion churches are actively responding in Kenya and Ethiopia. Lutheran-managed work continues in Japan. Nearly every week this year the ELCA has highlighted a disaster-related situation on the website. Disaster response giving has not kept pace with the funds expended.

Malaria Campaign

The ELCA Malaria Campaign was enthusiastically approved at the 2011 Churchwide Assembly. During the Assembly, two synods announced they had raised and given over \$125,000 each during the pilot phase of the campaign. Leadership commitments were strong. Fifty-five of 65 bishops, 29 of 34 Church Council members, and 33 of 40 senior staff donated or made commitments. Voting members of the 2011 Churchwide Assembly made commitments to give over \$250,000 during the course of the campaign. Marketing materials have been developed in support of the campaign launch and a new volunteer leadership team is being called to help grow the network and extend the vision for the campaign. Church Council leaders are important advocates in lifting up and personally supporting this campaign.

The Lutheran Magazine

Paid circulation as of the September 2011 issue stood at 190,554, down 10.9 percent from a year ago. Circulation decreases for the first nine months of 2011 totaled 21,352, compared with 35,556 in the first nine months of 2010 and 33,868 in the first nine months of 2009.

The magazine continues to aggressively and repeatedly solicit congregations to purchase subscriptions for members. It also promotes individual sales to ELCA members whose congregations have dropped group subscription plans. Starting in October 2011, the magazine will launch special circulation offers in a number of synods.

Advertising sales are more positive. With two issues yet to close for fiscal year 2011, sales totaled \$676,124 against a goal of \$670,661.

Through August, *The Lutheran* had income of \$1,435,126 and expenses of \$1,378,514 for a surplus of \$67,146. The magazine's endowment (cash reserves) totaled \$1.7 million as of June 30, 2011, up 22.7 percent or \$313,138 from a year ago.

The Little Lutheran had income of \$80,470 and expenses of \$71,918 through August, for a surplus of \$8,552. *The Little Christian* had income of \$8,499 and expenses of \$6,517 through August, for a surplus of \$1,982. Paid circulation as of the July/August 2011 issues stood at 8,950 for *The Little Lutheran* and 799 for *The Little Christian*, which represent decreases of 2.1 percent and 26.1 percent, respectively, from that of a year ago.

Copies of a prototype magazine, *Being Lutheran*, were distributed at the synod assemblies of 2011. Further distribution to large congregations is planned for the fall, along with other testing devices to judge interest in and feasibility of the lifestyle magazine. Plans for a "welcome" magazine for visitors and new

members of ELCA congregations were withdrawn following consultations with the Marketing and Public Relations team.

The magazine's lead columnist, the Rev. Peter W. Marty, recast his column starting with the September 2011 issue under the title "10 Bible stories that breathe life." As with previous efforts, his writing has met with acclaim from both clergy and laity. In another change, the magazine's advertising director, Joel Stombres, resigned in July to take a sales position elsewhere. Two staffers assumed his duties for the time being.

The magazine bid farewell in October to three advisory committee members who served six years. They were Joy Newcom of Forest City, Iowa, who served as chair of the committee; Rick White of Dalmatia, Pennsylvania, who served as secretary; and Susan L. Williams of Allentown, Pennsylvania.

The Lutheran magazine's website (www.thelutheran.org) averages 25,500 unique visitors monthly, an increase of 1,500 from the previous six-month period. Average visit length has decreased to a still-impressive 92 seconds. The website continues to actively participate in social networks such as Facebook and Twitter. The companion sites for *The Little Lutheran* (www.thelittlelutheran.org) and *The Little Christian* (www.thelittlechristian.org) are updated monthly with answers to questions children ask about God, resource reviews, special features and an e-newsletter.

This page left intentionally blank

Ecumenical and Inter-Religious Relations (ER)

Submitted by Donald J. McCoid

ELCA Assembly – A picture of what ecumenical and inter-religious relations embraces was vividly shown as our ecumenical and inter-religious guests were introduced to our churchwide assembly. On the assembly platform were representatives of major dialogue and ministry partners. We received many positive comments by our partners of the appreciation that they have for our commitment to unity and understanding ... and our leadership in modeling how partnerships are to be lived.

Receiving the addresses of Sayyid Syeed, Islamic Society of North America; Bishop George Walker from the AME Zion Church; Rev. Grayde Parsons from the PCUSA, who spoke on behalf of full communion partners; Bishop Susan Johnson from the ELCIC; and the Rev. Dr. Martin Junge from the LWF provided a glimpse of the unity and partnerships that we share as the Evangelical Lutheran Church in America.

Full Communion Relationships

ELCA-TEC (The Episcopal Church)

Presiding Bishop Katharine Jefferts Schori attended the ELCA Conference of Bishops meeting in September/October 2011. Bishop Hanson attended TEC House of Bishops meeting earlier. For both groups of bishops, this was a well-received and deeply appreciated visitation exchange! The 10th Anniversary of *Called to Common Mission* has been observed nationally and locally. On May 1, 2011 two services were held in Buffalo, New York and Canada to observe ten years of full communion by the four North American churches (the Anglican Church of Canada, the Evangelical Lutheran Church in Canada, TEC, and the ELCA). A pastoral letter was issued by the four Bishops.

In December 2011, leadership from the four churches will meet in New York to explore common ministries and concerns.

United Methodist Church-ELCA Coordinating Committee

The UMC-ELCA Coordinating Committee will meet in January. The coordinating committee has finalized documents of interchangeability of clergy, worship guidelines, and a three-year plan for coordinating ministry between our churches. A joint meeting with the ELCA Conference of Bishops and the UMC Council of Bishops is still being explored.

Reformed Church in America and Formula of Agreement (PCUSA, UCC, RCA)

The first meeting of the Formula of Agreement (FOA) Churches will take place November 1-3, 2011. This meeting will begin the process of analyzing the relationship between Scripture and decision-making (including moral and ethical issues) within each church. In addition to the four churches (ELCA, RCA, UCC, and PCUSA), the Disciples of Christ, the Moravian Church, and the Christian Reformed Church will participate.

Lutheran-Moravian Relations

The Lutheran-Moravian Coordinating Committee (LMCC) will meet in February 2012. It is hoped to have The Episcopal Church-ELCA Coordinating Committee meet at the same time since both churches have full-communion agreements with the Moravians. The LMCC is focusing on mission, development and formation. Exploring possibilities with the three churches appears to be a next likely step in relationships.

ELCA-AME Zion

In addition to the presentation and enthusiastic reception of AME Zion Senior Bishop George Walker at the August 2011 Churchwide Assembly, an important worship service and summit meeting was held in September, 2011, in Salisbury, North Carolina. The worship service was very moving and well attended. As one of the AME Zion bishops shared, "I've been waiting for a day like this for my entire life." This was echoed by Lutherans who were in attendance.

The summit meeting gave us a deeper understanding of one another's experiences and traditions. A deep commitment to cooperate resulted from the five years of conversation and this historic meeting. We look forward to local cooperation and models for ministry as we look forward to living out the mission statement that has been adopted by both councils of bishops and by the ELCA Church Council.

Bilateral Dialogues, Discourses, and Cooperation

Catholic Dialogue

The first meeting of Round XII was held in Washington D.C. from October 13-16, 2011. The topic for this new round is: "*Ministries of Teaching: Sources, Shapes, and Essential Contents.*" This will include: the Bible as authoritative source in our churches' teaching ministry, historical developments shaping our churches' ministries of authoritative teaching and the essential creedal and ethical contents transmitted by our churches' teaching ministries. This is a promising dialogue that will help us look more deeply and broadly at what we teach and the authority behind our decisions.

Lutheran Church-Missouri Synod(LCMS)

The Committee on Lutheran Cooperation will meet on February 8, 2012 in Chicago. The basic agenda will include discussion of the report issued by the LCMS to its churches on "Cooperation in Externals." At the May 2011 meeting, there was direct discussion of Law/Gospel as well as updates on structure implementation and what is unfolding in the life of both churches.

Conciliar Relationships

Lutheran World Federation (LWF)

The LWF Council met in June 2011 in Geneva. Bishop Hanson, Christina Jackson-Skelton, Mikka McCracken, and Robin Steinke represented the ELCA on the Council. Key consideration included the adoption of a strategic plan for the LWF. The ELCA council members will be meeting to look at how the work and ministry of the LWF can best be supported and communicated.

Churches Uniting in Christ (CUIC)

A CUIC meeting was held on October 11, 2011 at the Lutheran Center. The primary focus of the meeting was to address the direction and future of CUIC, which has not met since January 2010. The ELCA is not a member, but concern exists about ways to cooperate with other churches in the area of racial justice.

Christian Churches Together (CCT)

The Executive for CCT, the Rev. Dick Hamm, will leave his position early in 2012. CCT has broadened its areas to include racial justice and also an orientation trip to the Middle East. The focus has been on witness and poverty. Direction for CCT will be considered as Dick Hamm leaves this position. He has been a half-time director, but has indicated his strong support for a

full-time director in order to address the ministry and concerns of CCT. Financial limitations are facing CCT as with other conciliar bodies.

National Council of Churches of Christ in the USA (NCCC)

On November 9, 2011 Kathryn Lohre will be installed as the President of the National Council of Churches of Christ U.S.A. Kathryn is the newest staff member of Ecumenical and Inter-Religious Relations and the first Lutheran to serve as President of the NCCC. The Governing Board meeting will be held at this time as well.

At the September 2011 Governing Board meeting, serious discussion considered challenges facing the NCCC's future staffing, ministry, and financial resources. The ecumenical landscape is changing, and challenges to conciliar bodies are growing. Considering this reality, an assessment of both the needs of these groups and the ELCA's role in them is necessary.

World Council of Churches (WCC)

Plans are moving forward for the 10th Assembly of the WCC, which will be held in Busan, Republic of Korea, from October 30-November 8. The assembly theme is: ***“God of life, lead us to justice and peace.”***

Ecumenical and Inter-Religious Staff

Kathryn Lohre assumed the staff position as Director of Ecumenical and Inter-Religious Relations. Don McCoid remains as the Assistant to the Bishop, Executive for Ecumenical and Inter-Religious Relations. Kathryn brings a wealth of experience in the ministries of the ELCA, especially with the NCCC and WCC. Michael Trice accepted a position on the faculty and as assistant dean of the Seattle University School of Theology. His many contributions and leadership have provided a foundation for our involvement at inter-religious tables and ministries. Eileen Heffner has provided outstanding support through the transition and as I have recuperated from surgery.

Inter-Religious Relations and Other Important Developing Ministries

Christian Peace Circle

The continued work with other churches in the Christian Peace Circle is an important addition to our cooperation with peace churches and other Christians. The Christian Peace Circle has gained wide approval by conciliar general secretaries and select ecumenical partner heads of communion. Michael Trice continued to serve in the development of this CPC. The recent meeting October 11, 2011 provided growing support to emphasize peace over violence in our prayers and mutual witness as we build on the *Decade to Overcome Violence*.

Multi-Faith Relations

As we observed the tenth anniversary of 9/11, we joined Jewish, Muslim, and Christian neighbors in emphasizing how important it is to live together peacefully. Sayyid Syeed's words and sharing at our ELCA Assembly was a witness to our mutual relationships as we stand shoulder to shoulder in addressing concerns in daily life and society.

National Workshop on Christian Unity

This workshop will be in Oklahoma City from April 16-19, 2012. The workshop will consider the 50th anniversary of Vatican II and will have some dynamic speakers. This is a very important ecumenical gathering that embraces most of the leading churches in the United States. (Note: Basic to our Lutheran participation are our LERN (Lutheran Ecumenical Representatives

Network) members. Our chair and coordinator is Rocky Piro. The LERN network executive committee meets by phone conference call monthly for planning and sharing in our synods.

Human Resources

Submitted by Else Thompson

Human Resources, a part of the Office of the Presiding Bishop, includes staffing, compensation and benefits, payroll, training and development, employee relations, volunteer coordination and art management for the churchwide organization as well as international staffing and payroll for ELCA missionaries.

Human Resources is committed to serving the mission of the churchwide organization by serving its people—those here, those deployed and those who formerly served. Human Resources accomplishes its goals by working with other units in staffing positions, by meeting needs for training and development, through fair compensation and benefit systems, and by promoting positive relationships.

The HR website can be found at www.elca.org/humanresources; information regarding positions in Global Mission can be found at www.elca.org/globalserve.

Staffing

Human Resources has assisted in filling a number of key positions in 2011. These include the Reverend Linda Norman's appointment as Treasurer of the ELCA; Christina Jackson Skelton's appointment as Executive Director of the Mission Advancement unit; Eva Roby's appointment as the President of the Mission Investment Fund; and John Spear's appointment to the position of Senior Vice President/Chief Lending Officer, Mission Investment Fund. Additional appointments included Ala Rasoul, Director, Constituent Support; Judith Roberts, Director, Racial Justice Ministries; and the Reverend Peter Perella, Director, Worship.

In addition, for the first time HR worked with our full communion partners in The Episcopal Church to fill an advocacy position shared jointly by the two churches. Sarah Dreier has been hired as the Program Director for International Policy and Advocacy. The position is located in Washington D.C.

A number of other positions were filled as well.

Compensation and Benefits

Human Resources, along with Office of the Treasurer-Information Technology is leading a large payroll conversion process. On June 15th the move from ADP to the new system for payroll, Ultipro, was successfully completed. Activation of additional modules in 2012 will allow the organization to manage time and attendance and performance management, including annual reviews, in a single framework.

Training and Development

Internal training opportunities for all employees include access to the more than 400 courses available online through the vendor Skillsoft, as well as a number of one-day on-site seminars through Rockhurst University. Fall offerings through Rockhurst have included seminars on emotional intelligence, influencing others and building teams. Additional learning opportunities are available through individual units.

Research and Evaluation

Submitted by Kenneth Inskeep

The primary responsibility of the staff of Research and Evaluation (RE) is to provide decision-makers in this church with relevant and useful information through high quality empirical research.

Work coming out of the LIFT (Living Into the Future Together)/Ecology Task Force has begun with the Group of Nine bishops who have been asked to make recommendations on the future of synods in the ELCA. In support of the group, RE has completed several research projects designed to gain a better understanding of how synods think about and do their work. The most significant projects were a review of addresses given by bishops to their 2010 synod assemblies and the activity log project. The activity log project asked bishops and staff members in 18 synods to log their daily activities for one week in the summer of 2011. Both of these reports are available from RE.

RE continues its work with the "Stewards of Abundance" project on seminarian student debt. An audit of student debt for 2009 seminary graduates has been completed. This audit allows for tracking changes in debt levels since the previous audit conducted in 2006. Also, data for a report on student financial wellness has been gathered and a project has begun on evaluating the seminaries' student financial coaching programs. Using funding from the grant, RE has entered into a contract with a full-time student debt research assistant who will conduct the studies called for by the grant. This position is funded through the end of 2012.

RE is working with Congregational and Synodical Mission (CSM) on a review of the Evangelizing Congregations Mission Plan including the role of the Directors for Evangelical Mission and in support of an evaluation of the Macedonia Stewardship Project for synods. RE also works to support the candidate assignment process with CSM. Finally, RE is working with CSM on an evaluation of its congregation-based organizing efforts.

RE has again participated with the Faith Communities Today inter-denominational and inter-faith groups to conduct the 2010 national survey of congregations. The findings for ELCA congregations, which can be compared to the results of a national sample of congregations, will be reported out over the next few months. Topic areas for the reports will include worship, congregational programs, mission and identity, leadership and finances.

RE continues to work with Women of the ELCA to assess their efforts in promoting resources and with the Mission Investment Fund (MIF) to assess customer satisfaction.

RE has devoted considerable time to the Integrated Database Project (ECIS).

RE, with the Office of the Secretary, completed a second report on congregations leaving the ELCA as of August 31, 2011. RE also works with the Office of the Secretary on the development and fielding of the Congregational Annual Report forms. RE manages the data entry process for these forms.

The staff responds daily to requests from members, congregations, synods and the churchwide staff for information about the members, congregations, synods and rostered leaders of this church.

The staff also responds daily to questions about the demographic context of the church including many reports developed to support the work of the Directors for Evangelical Mission in CSM.

Synodical Relations

Submitted by Walter May, Jr.

15.12.F10 Responsibility for Synodical Relations

Responsibility for synodical relations shall be exercised by the Office of the Presiding Bishop to coordinate the relationships between the churchwide organization and synods, render support for synodical bishops and synodical staff, and provide staff services for the Conference of Bishops.

Welcome

On behalf of the Office of the Presiding Bishop and its responsibility for synodical relations, I extend a warm welcome to you. We are grateful for your commitment and service.

As a reminder and update, the new design of the churchwide organization began on February 1, 2011. As of that date, the section known as Synodical Relations became a part of the Office of the Presiding Bishop.

The Conference of Bishops met September 29-October 4, 2011 at the Lutheran Center. The Bishops spent time in worship, prayer and conversation about mission, ministry and relational cooperation. The Episcopal Church Presiding Bishop Katharine Jefferts Schori, was preacher for the opening worship and addressed the Conference on Friday Morning. The bishops heard a report on African descent strategy and had a discussion on mission tables with the Directors of Evangelical Mission.

Federal Chaplaincy

The Federal Chaplaincy ministries continue to provide support for this church's nearly 200 active duty, guard and reserve military chaplains, and the nearly 130 persons in other federal chaplaincy ministries. Pr. Darrell Morton reports that the need for chaplains continues to increase, but the number of chaplains continues to decrease as pastors considering military chaplaincy have not kept pace with those retiring. In January, Lutheran Theological Southern Seminary offered a two-week course for discernment of military chaplaincy. Beginning with the 2010 fall term, a Master of Divinity with a military chaplaincy emphasis was offered. The military chaplains of the ELCA and the Lutheran Church–Missouri Synod have a long history of cooperative ministry that includes pastoral care for all Lutheran military members and yearly shared hosting of professional development training seminars. The future of cooperative ministry and relationship between the chaplaincies of the ELCA and LCMS will be different in some aspects and non-existent in others based on a letter from LCMS president Matt Harrison. The major impact of the policy shift will be the termination of the cooperative training events we have shared for 70 years. It appears that care for Lutheran people by Lutheran chaplains will continue although some of the verbiage might bring that into question.

There has been a significant strengthening of our relationship with the Episcopal Office for Federal Chaplaincies. On October 4th last year we met with Bishop Magness, bishop suffragen for federal ministries, and Bishop Katharine Jefferts Schori, Presiding Bishop of The Episcopal Church, to discuss how we may increase our shared ministries. One result is an agreement that in 2012 we would begin co-hosting our chaplains' seminars with The Episcopal Church. In this decision, we do not intend to exclude LCMS from participation and have invited their participation.

Synodical Vice Presidents' Gathering

Synodical Vice Presidents gathered before and during the Churchwide Assembly in Orlando, Florida, August 10-19, 2011 to welcome new vice presidents and to learn from each other. We

continue to see these gatherings of those who serve in synodical ministries as an important way to deepen our partnership in ministry across the whole ELCA.

Synod Assembly Participation

In collaboration with Presiding Bishop Hanson, the Conference of Bishops' team has begun preparing for the 2012 synod assemblies. Together we will assign a churchwide representative to each assembly and will prepare these leaders for their time there. The assemblies begin in April and run through early July.

The Office of the Secretary and Synodical Relations have created printed materials to assist those synods that will be holding bishops' elections in 2012. In addition to this, Secretary Swartling and I will have phone conversations with leaders from the synods that will be holding bishop elections. In these conversations, we will discuss processes that are unique to each synod, answer questions from leaders and gain helpful information to benefit the chairs at each of those synod assemblies.

Theological Discernment

Submitted by Marcus Kunz

The Theological Discernment group in the Office of the Presiding Bishop was established as part of the redesign of the churchwide organization in 2010. It comprises the Justice for Women program and the Studies program, both previously located in the Church in Society unit. Staff members in the Theological Discernment group continue the work of these programs while also engaging the newly defined responsibility in the Office of the Presiding Bishop.

Justice for Women

In the full report of this program's activities to the 2011 ELCA Churchwide Assembly, program director Dr. Mary Streufert provided a concise summary of its goals and activities. For the benefit of new council members, her summary bears repeating.

Justice for Women program staff members have worked to assist the church to address sexism in three central ways. First, members of this church are encouraged to have a common vocabulary, understanding, and analysis of patriarchy and sexism so that situations can be adequately assessed and addressed. Second, the program engages different types of leaders to think theologically about sexism and patriarchy so that others are not only inspired to work for change but also equipped to see the work of gender justice as a faith issue. Third, the program has worked to contribute to practical social change in terms of domestic and sexual abuse and human trafficking. All of this work can only be done well in collaboration with many partners, especially women and men together. The director remains extraordinarily grateful to the staff members and other colleagues who shape and support the work of gender justice.

Since the report to the Church Council last spring, Dr. Streufert has engaged in a wide range of activities in support of these goals, including: teaching presentations at the Women of the ELCA triennial assembly, at Holden Village, and at theological conferences and synod assemblies; leading the ELCA's program in consultation with the Justice for Women consulting committee; sharing in the work and coordination of the National Council of Churches in Christ (NCCC) Justice for Women Working Group and the Lutheran World Federation (LWF) Gender

Advisory Group; and continuing to address the issues of human trafficking and violence against women in partnership with several groups, including the Lutheran Community Foundation and Faith Trust Institute.

One important development is the addition of a volunteer staff member for the Justice for Women program through the Lutheran Volunteer Corps. Melanie Massnick began in late August and will continue her work through July 2012.

Studies

Work related to social statements, social messages and social policy resolutions previously done by the Department for Studies in the former Church in Society unit has been continued by Dr. Roger Willer and Dr. Victor Thasiah (until his resignation to accept a new position in August). Some of the key developments since last spring include:

- *Genetics, Faith and Responsibility*. The social statement was brought to the 2011 Churchwide Assembly and adopted by a strong majority and without amendment — a testament to the diligent and faithful work of the task force and staff director Dr. Willer. A study guide for the statement is scheduled for preparation in this biennium.
- *Hearing the Cries: Faith and Criminal Justice*. The study document on criminal justice was released last December, and the response period just ended. The task force writing team has begun work on a first draft; an outline of that draft is currently under review by the task force. A first draft is anticipated early next year, and hearings will be held during 2012, including a hearing with the Church Council in April 2011. Consideration of a final proposed draft is scheduled for the 2013 Churchwide Assembly in Pittsburgh.
- Work on a social statement on justice for women, authorized by the 2009 Churchwide Assembly, will begin with a consultation scheduled for January 21-22, 2012. The consultation gathers a range of specialists who can pinpoint key issues, provide critical perspectives, suggest themes, and help discern realistic scope and initial direction for the social statement. A staff report from this consultation will provide guidance for the task force to be appointed later.
- Competing priorities have delayed some work on other projects previously reported, including: a study guide for *Human Sexuality: Gift and Trust*, the social statement adopted by the 2009 Churchwide Assembly; the study guide and Spanish translation for *People Living With Disabilities*, the social message adopted by the Church Council in November 2010; and initial work on a possible social message on mental health. The revised timetable for social statements and messages takes into account these developments.
- Responsibility for corporate social responsibility has moved to the Office of the Secretary. At the request of Secretary David Swartling, Dr. Willer serves on an advisory team for that work.

Other activities

Staff members of the Theological Discernment group continue to participate in and serve a range of other activities. For example:

- A LIFT Implementing resolution adopted by the 2011 Churchwide Assembly calls for “a review process of current procedures for the development and adoption of social statements” and “a review of the process for addressing social concerns based on a spirit of communal discernment.” An ad hoc group of staff and others did some preliminary work in preparation for this council meeting. The council voted in November 2011 to establish a task force to continue the process of a review. Staff members will work with the task force in the coming year.

- Planning continues for the next Lutheran Ethicists gathering in Washington, D.C. The topic is soldiering in today's warfare, and chaplains from the ELCA and The Episcopal Church have been invited to participate in this year's gathering.
- While the Communal Discernment Task Force continues its research and testing of models of communal discernment, it will also take on the work of consulting with the task force to review the ELCA's processes for addressing social concerns.
- The online Journal of Lutheran Ethics (www.elca.org/jle) was being edited by Dr. Victor Thasiah until his resignation in August 2011. Until a new permanent staff colleague is selected, Dr. Kaari Reiersen is serving as interim editor. Summer intern Elizabeth Williams also provided important assistance during the transition.
- The staff continues to work with the presiding bishop on giving definition to the emerging shape and scope of Theological Discernment group's work within the ELCA's "ecology of interdependent ecosystems." While the staff continues to give attention to the overall scope of work, a closer look at specific work responsibilities will be a particular focus in coming months, especially in relation to the search for a new colleague.

This new work continues to be an exciting opportunity to serve the Gospel's free course in the life of the world, and I am deeply grateful for the opportunity to serve in this way.

This page left intentionally blank

Revised November 12, 2011

Church Council Member Synod Contacts 2011 - 2013

#	Synod Name	Representative
1A	Alaska	Mr. Mark Johnson
1B	Northwest Washington	Mr. Mark Johnson
1C	Southwestern Washington	Ms. Deborah Chenoweth
1D	Eastern Washington-Idaho	Pr. Phil Wold
1E	Oregon	Ms. Deborah Chenoweth
1F	Montana	Pr. Phil Wold
2A	Sierra Pacific	Pr. Elizabeth Ekdale
2B	Southwest California	Pr. Elizabeth Ekdale
2C	Pacifica	Mr. Mark Myers
2D	Grand Canyon	Mr. Mark Myers
2E	Rocky Mountain	Mr. Gary Gabrielson
3A	Western North Dakota	Mr. John Pederson
3B	Eastern North Dakota	Mr. John Pederson
3C	South Dakota	Mr. Gary Gabrielson
3D	Northwestern Minnesota	Pr. Laurie Skow-Anderson
3E	Northeastern Minnesota	Pr. Laurie Skow-Anderson
3F	Southwestern Minnesota	Ms. Karin Graddy
3G	Minneapolis Area	Mr. John Munday
3H	Saint Paul Area	Pr. Kathryn Tiede
3I	Southeastern Minnesota	Ms. Louise Hemstead
4A	Nebraska	Pr. Susan Langhauser
4B	Central States	Pr. Susan Langhauser
4C	Arkansas-Oklahoma	Ms. Rebecca Brakke
4D	N. Texas-N. Louisiana	Ms. Rebecca Brakke
4E	Southwestern Texas	Pr. Robert Moore
4F	Texas-Louisiana Gulf Coast	Pr. Robert Moore
5A	Metropolitan Chicago	Mr. Ivan Perez
5B	Northern Illinois	Ms. Karin Graddy

#	Synod Name	Representative
5C	Central/Southern Illinois	Ms. Karin Graddy
5D	Southeastern Iowa	Pr. Yvonne Marshall
5E	Western Iowa	Pr. Yvonne Marshall
5F	Northeastern Iowa	
5G	Northern Great Lakes	
5H	Northwest Synod of Wisconsin	Ms. Rebecca Carlson
5I	East-Central Synod of Wisconsin	Mr. John Emery
5J	Greater Milwaukee	Mr. Ivan Perez
5K	South-Central Synod of Wisconsin	Mr. John Emery
5L	La Crosse Area	Ms. Louise Hemstead
6A	Southeast Michigan	Mr. Paul Archer
6B	North/West Lower Michigan	Mr. Paul Archer
6C	Indiana-Kentucky	Pr. Vicki Garber
6D	Northwestern Ohio	Pr. Vicki Garber
6E	Northeastern Ohio	Ms. Marjorie Ellis
6F	Southern Ohio	Ms. Marjorie Ellis
7A	New Jersey	Ms. Feronika Raming
7B	New England	Ms. Feronika Raming
7C	Metropolitan New York	Ms. Christine Connell
7D	Upstate New York	Ms. Christine Connell
7E	Northeastern Pennsylvania	Pr. Raymond Miller
7F	Southeastern Pennsylvania	Pr. Raymond Miller
7G	Slovak Zion	
8A	Northwestern Pennsylvania	Mr. Blaire Smith
8B	Southwestern Pennsylvania	Ms. Pamela Pritt
8C	Allegheny	
8D	Lower Susquehanna	Pr. Stephen Herr
8E	Upper Susquehanna	Pr. Stephen Herr
8F	Delaware-Maryland	
8G	Metropolitan Washington, D.C.	Pr. Amsalu Geleta

EVANGELICAL LUTHERAN CHURCH IN AMERICA
CHURCH COUNCIL

November 11-13, 2011

Exhibit L, Part 1

Page 3

Revised October 19, 2011

#	Synod Name	Representative
8H	West Virginia-Western Maryland	Ms. Pamela Pritt
9A	Virginia	Pr. Rachel Connelly
9B	North Carolina	Pr. Rachel Connelly
9C	South Carolina	Ms. Susan McArver
9D	Southeastern	Ms. Susan McArver
9E	Florida-Bahamas	Mr. William (Bill) Horne
9F	Caribbean	Mr. William (Bill) Horne

This page left intentionally blank

Revised November 12, 2011

Church Council Member Synod Visit Summary

The Church Council of the Evangelical Lutheran Church in America is committed to building relationships between the churchwide organization and synods, congregations, and institutions and agencies. According to the “Report on Governance” prepared for the 2005 ELCA Churchwide Assembly by the Church Council of the Evangelical Lutheran Church in America (2004), “Church Council voting members . . . interact with synods in their region in various ways, including attending at least one synodical council meeting per year, visiting congregations, and participating in synodical assemblies, especially in years when a synod is nominating people to the Church Council.”

At its November 2011 meeting, members of the Church Council will prepare assignments for “Church Council contacts with synods: 2011-2013.” The chart with the assignments is Exhibit L, Part 1.

Members are encouraged to report on synod visits regularly. A notebook including the full texts of reports submitted is available on the materials distribution table. Following is a summary of the reports received since the April 2011 meeting of the Church Council.

<u>Synod Name</u>	<u>Representative</u>	<u>Event</u>	<u>Date of Event</u>
Metro DC (8G)	Amsalu Geleta	Synod Council	1/25/10
Metro DC (8G)	Amsalu Geleta	Synod Assembly	5/7/11
La Crosse (5L)	Louise Hemstead	Synod Assembly	May 2010
SE Minn. (3I)	Louise Hemstead	Synod Assembly	May 2010
La Crosse (5L)	Louise Hemstead	Update synod on CC	5/19/11
La Crosse (5L)	Louise Hemstead	Synod Assembly	6/10-12/11
NE Penn. (7E)	Raymond Miller	Synod Assembly	6/17/11
NE Minn. (3E)	Ann Niedringhaus	Synod Assembly	4/23/10
NE Minn. (3E)	Ann Niedringhaus	Synod Council	2/25/11
Upstate NY (7D)	David Truland	Synod Assembly	6/6/11
NW Washington (1B)	Mark Johnson	Synod Council	9/17/11
NW Synod of WI (5H)	Becky Carlson	Synod Assembly	May 2011
North Carolina (9B)	Rachel Connelly	Synod Council	March 2011
North Carolina (9B)	Rachel Connelly	Synod Assembly	6/3-6/5/11
St. Paul Area (3H)	Kathryn Tiede	Synod Council	Quarterly
Grand Canyon (2D)	Mark Myers	Synod Assembly	June 2011
Sierra Pacific (2A)	Mark Myers	Synod Assembly	June 2011

EVANGELICAL LUTHERAN CHURCH IN AMERICA
CHURCH COUNCIL
November 11-13, 2011
Exhibit L, Part 2
Page 2

<u>Synod Name</u>	<u>Representative</u>	<u>Event</u>	<u>Date of Event</u>
NW Penn (8A)	Blaire Smith	Church Council Representation	N/A
Florida-Bahamas (9E)	Bill Horne	Synod Council	9/9-10/11

2011-2013 Church Council Committee Recommendations

Name	2011-2013	B/F	LCR	P/E	P/S	BD	LU	JW	PT	Other
Paul Archer	PS				X					
Rebecca Jo Brakke	PS				X	X	X		X	
Rebecca Carlson	PE			X					X	
Deborah Chenoweth	BF, Audit (chair)	X					X			LIFT TF Memorials
Christine Connell	PE			X						
Rachel Connelly	PS, BD				X	X			X	
Bishop Jessica Crist	PS				X					
Elizabeth Ekdale	BF	X								
Marjorie Ellis	LCR		X							
John Emery	BF (chair)	X							X	
Gary Gabrielson	BF	X								
Vicki Garber	BF	X								
Amsalu Geleta	BF	X								
Karin Graddy	PE			X				X	X	
Louise Hemstead	BF	X								
Stephen Herr	LCR		X							
Bill Horne	PE			X						
Mark Johnson	LCR (chair)		X							

Name	2011-2013	B/F	LCR	P/E	P/S	BD	LU	JW	PT	Other
Susan Langhauser	PE (chair)			X						Communal Discernment
Yvonne Marshall	PS				X					
Susan McArver	PS (chair)				X					
Raymond Miller	LCR		X						X	
Robert Moore	PS				X					
John Munday	PS				X					Criminal Justice TF
Mark Myers	BF	X								
John Pederson	PE			X						
Ivan Perez	BF	X								
Pamela Pritt	PS				X					
Feronika Raming	PS				X					
Laurie Skow-Anderson	PS				X					
Blaire Smith	LCR		X						X	
Kathryn Tiede	PS				X					
Philip Wold	PS				X				X	

Liaison Bishops										
Bishop Wm. Chris Boerger	LCR		X							
Bishop Michael Burk	PE			X						

Name	2011-2013	B/F	LCR	P/E	P/S	BD	LU	JW	PT	Other
Bishop Elizabeth Eaton	PE			X						
Bishop Ralph Jones	BF	X								
Bishop Gerald Mansholt	PS				X					
Bishop Margaret Payne	BF	X								
Bishop Stephen Talmage	PE			X						
Bishop Harold Usgaard	LCR		X							
Bishop Herman Yoos	PS				X					

2011–2013 CHURCH COUNCIL COMMITTEE MEMBERS AND RELATED ADVISORY COMMITTEE MEMBERS

EXECUTIVE COMMITTEE

Mark S. Hanson, Presiding Bishop
David D. Swartling, Secretary
Linda O. Norman, Treasurer
Carlos Peña, Vice President and Chair
Deborah Chenoweth
John Emery
Amsalu Geleta
William “Bill” Horne
Mark Johnson
Susan Langhauser
Susan McArver

AUDIT COMMITTEE

Philip Bertram (8/13)
Deborah Chenoweth (chair) (8/13)
Louise Hemstead (8/13)
Timothy Stephan (8/13)
John Timmer (8/12)
Marjorie Ellis (8/13) (*Recommended*)
Staff: Abiola Bankole-Hameed, Robert Benson, Jon Beyer, Wyvetta Bullock, Michael McKillip, Dennis Murray, Linda Norman, Diane Snopek

BOARD DEVELOPMENT COMMITTEE

2013: Rachel Connelly
2015: Rebecca Carlson
Bill Horne
Kathryn Tiede
2017: Stephen Herr
Staff: Wyvetta Bullock, Jodi Slattery

BUDGET AND FINANCE COMMITTEE

Treasurer: Linda Norman
2013: Deborah Chenoweth
John Emery (chair)
Mark Myers

2015: Amsalu Geleta
Louise Hemstead
Ivan Perez
2017: Elizabeth Ekdale
Gary Gabrielson
Vicki Garber
Liaison bishops: Ralph Jones, Margaret Payne
Staff: Abiola Bankole-Hameed, Robert Benson, Gary Brugh, Wyvetta Bullock, Christina Jackson-Skelton, Linda Norman, Craig Settlege

LEGAL AND CONSTITUTIONAL REVIEW COMMITTEE

2013: Mark Johnson (chair)
2015: Raymond Miller
Blair Smith
2017: Marjorie Ellis
Stephen Herr
Liaison bishops: Chris Boerger, Huck Usgaard
Staff: David Swartling, Ruth Hamilton, Phil Harris, Laura Knitt, David Ullrich

PLANNING AND EVALUATION COMMITTEE

2013: Karin Graddy
Susan Langhauser (chair)
2015: Rebecca Carlson
William Horne
2017: Christine Connell
John Pederson
Liaison bishops: Michael Burk, Elizabeth Eaton,
Stephen Talmage
Staff: Wyvetta Bullock, Kenneth Inskeep, Walter May

PROGRAM AND SERVICES COMMITTEE

2013: Rebecca Brakke
Rachel Connelly
John Munday
2015: Yvonne Marshall
Susan McArver (chair)

Feronika Raming
Kathryn Tiede
Philip Wold
2017: Paul Archer
Jessica Crist
Robert Moore
Pamela Pritt
Laurie Skow-Anderson
Liaison bishops: Gerald Mansholt, Herman Yoos
Staff: Jodi Slattery

Church Council Task Forces

PRAYER TEAM

Paul Archer
Rebecca Jo Brakke
Rebecca Carlson
Rachel Connelly
John Emery
Vicki Garber
Karin Graddy
Raymond Miller
Robert Moore
John Munday
Blair Smith
Philip Wold

RACIAL JUSTICE WORKING GROUP

Christine Connell
Marjorie Ellis
Gary Gabrielson
Pablo Obregon

Church Council liaison positions

COMMUNAL DISCERNMENT

Susan Langhauser

CRIMINAL JUSTICE TASK FORCE

John Munday

THE EPISCOPAL CHURCH EXECUTIVE COMMITTEE

LIAISON

Kathryn Tiede

The Lutheran Magazine

Pamela Pritt

JUSTICE FOR WOMEN ADVISORY COMMITTEE

Karin Graddy

UNITED CHURCH OF CHRIST LIAISON

To be determined

WOMEN OF THE ELCA

Mark Myers

This page left blank intentionally

Church Council Photo Directory



Mr. Paul G. Archer

Synod: 6A Southeast Michigan Synod
Congregation: Hope Lutheran Church, Dearborn, MI
Church Activities: Congregation Council President (2009-2011), Synod Discipline Committee (2005-2011), Churchwide Assembly Voting Member
Education: Oakwood Hospital School of Radiologic Technology
Henry Ford Hospital School of Radiation Therapy Technology
Southeast Michigan Synod Licensed Ministry Academy
Employment: Certified Medical Dosimetrist (08/16/1986-present)
University of Michigan Health Systems
Ann Arbor, MI
Comments: I am a nearly life-long member of Hope Lutheran Church in Dearborn, Michigan, where I have been active in many ministries since my youth. In recent years my activities have expanded to include some committee work at the Synod level, as well. I have been serving as a Licensed Minister (a.k.a. Synodically-Authorized Minister) for 5 years, primarily in pulpit supply. My full-time job has me planning and calculating customized, optimized radiation treatments for cancer patients at the University of Michigan Medical Center. My wife, Caryn, and I (26 years) are the proud parents of three grown children. When not otherwise occupied, I love to garden, bowl, and cheer for the Lions, Tigers, and Wolverines (oh, my!).

EVANGELICAL LUTHERAN CHURCH IN AMERICA
CHURCH COUNCIL

November 11-13, 2011

Exhibit L, Part 4

Page 2

Revised November 11, 2011



Ms. Rebecca Jo “Becky” Brakke (2013)

Synod: 4D Northern Texas-Northern Louisiana
Congregation: King of Glory Lutheran Church, Dallas, TX
Church Activities: Member of board of Regents/Trustees at Augustana Col., Sioux Falls, SD, 12 yrs.; Meeting Planner for Northern Texas-Northern Louisiana Synod-responsible for Synod Assembly Planning-11 yrs.; Local Arrangements Mgr., 1991 Youth Gathering-recruited 1,000 volunteers; Congregation Council president; Co-moderator of Forum Sunday School Class-20 yrs.; Member of Church in Society Committee
Education: B.A., Augustana College, Sioux Falls, South Dakota
Employment: Meeting Planner and Antique Business Owner, Northern Texas-Northern Louisiana Synod
Comments: I am a Midwestern transplant (S.D. Augie grad) who has lived in Dallas, Texas since 1968. After the birth of our daughters I have been involved in a wide array of volunteer activities at King of Glory Lutheran Church, the NTNL Synod (Meeting Planner), and my community (currently president of a large neighborhood association and member of the IRB at a Dallas hospital). I have served 12 years on the Board of Regents at Augustana College. I find myself involved in the planning process of many interesting events and for relief I escape to a flea market or an antique mall.



Ms. Rebecca D. Carlson (2015)

Synod: 5H Northwest Synod of Wisconsin
Congregation: Augustana Lutheran Church, Cumberland, WI
Church Activities: Previous Synod LYO experience; representative to companion synods in Brazil and Tanzania; voting delegate to 2005 Churchwide Assembly Counselor and Program Assistant at Luther Point Bible Camp; served on Youth/Christian Education committees
Education: B.A. Gustavus Adolphus College
Employment: Retreat and Volunteer Coordinator, Luther Point Bible Camp, Grantsburg, Wisconsin
Comments: I graduated from Gustavus Adolphus College with a degree in Psychology and currently work at Luther Point Bible Camp as the Retreat and Volunteer Coordinator. In my free time, I enjoy long walks and enjoying the beautiful natural surroundings of Northwest Wisconsin, and when the weather forces me inside, I enjoy scrapbooking, quilting, baking, cooking, and curling up with a good book. I am very excited and honored to be able to bring a perspective of young adults to Church Council.



Ms. Deborah L. Chenoweth (2013)

Synod: 1E Oregon
Congregation: Our Redeemer Lutheran Church, Hood River, OR
Church Activities: Held church leadership positions in every community I have lived in Ohio, Nebraska, and Oregon; Board member of Soul Café in Hood River since its inception; Our Redeemer Lutheran Church; past Congregation Council; current Mutual Ministry; Current Oregon Synod Council and Executive Committee; Current Oregon Synod Outreach Committee, Oregon Synod Finance Committee
Education: B.S., University of Michigan
Graduate course, Portland State University
Employment: Chief of Operations, U.S. Army Corps of Engineers
Comments:

Christine's Photo is Unavailable

Ms. Christine Connell (2017)

Synod: 7C Metropolitan New York
Congregation: Zion Lutheran, Staten Island, NY
Church Activities: Metro New York Synod Council (2004-2006 and 2010-present); ELCA National Youth Gathering Planning Team – Hotel Life (1998-2009);
Education: B.A., University of Maryland
M.A. in Ministerial Studies, Lutheran Theological Seminary at Gettysburg
Employment: Executive Director for Agency Advancement, Lutheran Social Services of New York
Comments:



Pr. Rachel L. Connelly (2013)

Synod: 9B North Carolina
Congregation: Water of Life Lutheran Church, Wilmington, NC
Church Activities: ELCA mission developer 2000-2004 (member of the College of Developers); ELCA Churchwide Assembly voting member 1995, 1997, 1999; North Carolina Synod Evangelism Committee 1991-1996 (two years as chairperson); Agape+Kure Beach Camp board of directors 2000-2005; Goldsboro Area AIDS Interfaith Network, board member 1995-1999; First Fruits Ministry volunteer, homeless feeding 2001-2006; Habitat for Humanity volunteer 2005-2006
Education: B.S., Newberry College
M.Div., Lutheran Theological Southern Seminary
Employment: Pastor, Water of Life Lutheran Church
Comments: In my very blessed and often stressed life, I am wife to Mike who is a High School Science teacher and a coach, mother to Jacob: 14, Jesse: 11, and Faith: 8 and full-time pastor in a new congregation where I served as the developer. I am most passionate about visiting with old friends, meeting new people, and sharing faith stories over coffee or a walk in the park. Although with the "fullness" of my life these days, I yearn to answer the call of Henry David Thoreau to spend more time in the woods where I love to hike and enjoy the tranquil sounds of mountain creeks and the wind blowing in the trees!



Pr. Jessica Crist (2015)

Synod: 1F Montana
Congregation: Bethel Lutheran Church, Great Falls, MT
Church Activities: Lutheran World Relief Board, Luther Seminary Board, Montana Association of Churches Board, NCC Delegate, congregational prayer chain member
Education: A.B. Yale
M.Div Harvard
Employment: Bishop, Montana Synod, Great Falls, MT
Comments: I look forward to a close working relationship between the Conference of Bishops and the Church Council.



Pr. Elizabeth E Ekdale (2017)

Synod: 2A Sierra Pacific
Congregation: St. Mark's Lutheran Church, San Francisco, CA
Church Activities: Board member, including Vice-Chair, Pacific Lutheran Theological Seminary (1998-2010); Member of Sierra Pacific Synod Candidacy Committee (1999-2002), Member of Metro New York Candidacy Committee (1995-1997)
Education: B.S. Arizona State University
M.Div., Pacific Lutheran Theological Seminary
Employment: Lead Pastor, St. Mark's Lutheran Church, San Francisco, CA
Comments:



Mr. John R. Emery (2013)

Synod: 5I East-Central Synod of Wisconsin
Congregation: Ascension Lutheran Church, Fond du Lac, WI
Church Activities: Service on numerous church and community boards and committees.; Extensive involvement in congregational, synodical, and churchwide expressions; Legal training and professional background; Synod Council 1989-1995, 2005; V.P. 2005; Congregation Council member and officer 1990-1994; Churchwide Assembly voting member 1999, 2005, 2007
Education: B.S., University of Wisconsin
J.D., University of Wisconsin
Employment: Arbitrator/Mediator/Hearing Examiner, Wisconsin Employment Relations Committee
Comments:



Ms. Marjorie B. Ellis (2017)

Synod: 6F Southern Ohio
Congregation: All Saints Lutheran Church, Worthington, OH
Church Activities: Congregation Council Member, elected president 2011 (2007-present); Various synod groups, currently serving on the Discipline Committee (2001-present); Luthers Social Services, Board Member and Secretary (1993-1999)
Education: Certificate, Health Insurance Association of America – HIA Designation
Certificate, Life Office Management Association, Inc. – FLMI Designation
Employment: Regulatory Compliance and Training Chief, Ohio Department of Insurance, Columbus, OH
Comments:



Mr. Gary D. Gabrielson (2017)

Synod: 2E Rocky Mountain
Congregation: Prince of Peace Lutheran Church, Colorado Springs, CO
Church Activities: Church in Society Board, Rocky Mountain Synod; Lutheran Advocacy Ministry Policy Committee, Colorado; Global Mission Volunteer, Lebanon
Education: B.S., Kansas State University
M.S. Kansas State University
Employment: Senior System Engineer II, Raytheon, Colorado Springs, CO
Comments: I am in semi-retirement, but continue part time work as a Systems Engineer for Raytheon on environmental satellite projects. I am also an adjunct mathematics instructor for Pikes Peak Community College. I fill my additional hours with volunteer activities that included a 3-month plus association with The Near East School of Theology in Beirut from Oct. 2010 to January 2011.



Pr. Vicki Garber (2017)

Synod: 6C Indiana-Kentucky
Congregation: Gloria Dei Lutheran Church, Lakeside Park, KY
Church Activities: Partner in Evangelism (1995-2000); Synod Council (1996-2012); Trinity Seminary/Bexley Hall Board (2010-2011)
Education: B.A., Augustana College, Sioux Falls, South Dakota
Doctor of Arts, Illinois College of Optometry
M. Div., Trinity Seminary
Employment: Senior Pastor, Gloria Dei Lutheran Church, Crestview Hills, KY
Comments:

EVANGELICAL LUTHERAN CHURCH IN AMERICA
CHURCH COUNCIL

November 11-13, 2011

Exhibit L, Part 4

Page 8

Revised November 11, 2011



Pr. Amsalu T. Geleta (2015)

Synod: 8G Metropolitan Washington D.C.

Congregation: St Mark, Springfield, VA

Church Activities: Board member of Fairfax County Early Childhood and Head Start Policy Council; Member of Metro DC Synod Associate pastors and Fairfax Conference; Served on the synod council and churchwide executive committee in Ethiopia; Board member Northern VA LCM

Education: BTH, Mekane Yesus Theological Seminary; MPHIL, The Norwegian Lutheran School of Theology; MTH, Virginia Theological Seminary

Employment Associate Pastor and Youth Director; St Mark

Comments:



Ms. Karin Graddy (2013)

Synod: 5B Northern Illinois

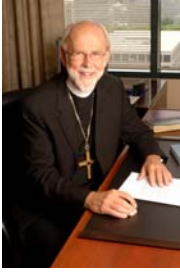
Congregation: Salem Evangelical Lutheran Church, Sycamore, IL

Church Activities: Completion of ELCA candidacy process of preparation as an associate in ministry; Eleven yrs. of ministry experience with Christian education and family ministry; Five yrs. of experience on Synod staff serving as communication director; Served as Program and Marketing Committee member for LOMC; Northern Illinois Synod Professional Leaders Conf. Planning Com., 1999-present; Northern Illinois Synod Congregational Life Com., 2002-present; ELCA Region 5 Lay Ministers Gathering Planning Com., 2003-2005

Education: B.A. cum laude, Northern Illinois University; LSTC and SELECT video courses; Cert. Youth Min., Center for Youth Ministries

Employment: Communication Director, Northern Illinois Synod

Comments: My husband, Michael, and I have been happily married since 1990. We have three awesome children, Kelan, 13, Malena, 9, and Merrick, 6. I enjoy web design, photography and videography. I run a website devoted to providing visual products to enhance worship. I am honored to serve on the Church Council and serve as Council liaison to the Justice for Women Consultation Committee.



Bp. Mark S. Hanson (2013)

Synod: 5A Metropolitan Chicago Synod
Congregation: Resurrection, Chicago
Church Activities: Parish Pastor, 1973-95; Bishop, Saint Paul Area Synod, 1995-2001; Vice Chair, ELCA Conference of Bishops; NCCCUSA Emergency Ministries; Augsburg College Board of Regents; Save the Children Churchwide Initiative; Executive Council, Executive Board, NCCCUSA; President, MN Council of Churches, 1988-2000; Common Board Communities-Archdiocese Housing Corp.
Education: B.A., Augsburg College
M.Div., Union Theological Seminary
Merrill Fellow, Harvard Divinity School
Employment: Presiding Bishop, ELCA
Comments: Presiding bishop of the Evangelical Lutheran Church in America and former president of the Lutheran World Federation, I am married to Ione Agrimson Hanson. We are the parents of six children and the grandparents of five, Naomi, Kingston, Sam, Danielle and Sophia.



Ms. Louise A. Hemstead (2015)

Synod: 5L LaCrosse Area
Congregation: Bethany Lutheran Church (Sandhill), Cashton, WI
Church Activities: Lutheran Campus Ministry Board (Secretary) - LaCrosse Area Synod;
LCM - Building committee Chair (LaCrosse Area Synod); Bethany Lutheran
Church Council - President, Secretary, Financial Secretary; Cashton 3 point
Handbell Choir Director
Education: B.S., University of Wisconsin - Madison
Employment: Chief Operating Officer; Organic Valley/CROPP Cooperative
Comments: I am an adopted Lutheran since my marriage in 1985. My husband and I
reside on a 160-acre dairy farm in Vernon County Wisconsin and are
members at Bethany Lutheran (Sandhill) which is part of the Cashton 3 point
parish. We have two children - Kristina & Justin and a wonderful grandson
Jenner. As a farmer owner and employee of Organic Valley/CROPP
Cooperative, I work to secure a fair wage for organic dairy farmers in the
United States. My hobby is to help my husband on our dairy farm, and enjoy
first hand the fruits of God's creation.



Pr. Stephen R. Herr (2017)

Synod: 8D Lower Susquehanna
Congregation: Christ Evangelical Lutheran Church
Church Activities: ELCA Nominating Committee (1999-2005); Synod Council- Lower
Susquehanna and Southwestern Pennsylvania (1997-1999 and 2003-2005);
Lutheran Theological Seminary at Gettysburg Board of Directors (2003-
2011)
Education: B.A., Gettysburg College
M.Div., Lutheran Theological Seminary at Gettysburg
Master of Sacred Theology, Lutheran Theological Seminary at Gettysburg
Employment: Pastor, Christ Evangelical Lutheran Church, Gettysburg, PA
Comments:



Mr. William B. Horne II (2015)

Synod: 9E Florida-Bahamas
Congregation: St. Paul's Lutheran Church, Clearwater, FL
Church Activities: Served as president of two ELCA congregations; Synod leadership role as Vice President and Council member; ELCA Region 9 role as Secretary; President and Council member, St. Paul's, Clearwater, FL 2003-2005; Florida-Bahamas Synod Council Member, 2002-2005; Vice President Florida-Bahamas, 2005-2009; Consultation Committee, Florida-Bahamas Synod, 2002-2006
Education: B.S., University of Tulsa
M.A., Pepperdine University;
M.A. Auburn University in Montgomery
Employment: City Manager, City of Clearwater, Florida
Comments:

EVANGELICAL LUTHERAN CHURCH IN AMERICA
CHURCH COUNCIL

November 11-13, 2011

Exhibit L, Part 4

Page 12

Revised November 11, 2011



Mr. Mark E. Johnson (2013)

Synod: 1B Northwest Washington

Congregation: Magnolia Lutheran Church, Seattle, WA

Church Activities: Actively involved in the worship life of the Church for 40 yrs.; Delegate to the Constituting Convention of the Luther League of The ALC; Member of Synod Council, 2002-present, recently re-elected to second term; President of Congregation Council; Member of Congregation Council, two terms

Education: B.A., Trinity College

J.D., University of Oregon School of Law

Employment: Attorney/Partner, Lane Powell PC Attorneys/Counselors

Comments: I am a life-long Lutheran, a graduate of Trinity College in Hartford, Connecticut and the University of Oregon School of Law, a retired Captain in the Coast Guard Reserve and a semi-retired trial lawyer with a concentration in maritime law and work for the London Insurance Market. I am a huge Oregon Duck football fan. I spend a bit of time working, but mostly I do non-profit work for a number of church or other non-profit organizations when I am not pursuing my interest in wine or hacking about a golf course.



Pr. Susan Langhauser (2013)

Synod: 4B Central States
Congregation: Advent Lutheran Church, Olathe, KS
Church Activities: Member of Congregation Council as lay person 1982-1990; Staff Liaison to International Council of Governors and Chapter Presidents Council; Dean of Conference; Co-Chaired Local Arrangements Committee for ELCA Churchwide Assembly 1993; First-Call Theological Task Force and Tri-Synodical Educational Steering Com. Chair 1998; Retreat/Seminar Leader and Speaker, "Blessings and Rituals for the Journey of Life"; Convener, Blue Valley Ministerial Association; Chaplain, Overland Park Police Department
Education: B.A., University of Missouri
M.Div. Honors, Pacific Lutheran Theological Sem.
Employment: Pastor, Advent Lutheran Church
Comments: My husband, Roger Gustafson, and I met at seminary, married, and served our internship together. We are currently in our 18th year as co-pastors at Advent on the outskirts of Kansas City. I often lead workshops and seminars that result from my first book, "Blessings and Rituals for the Journey of Life" and I write for the *Akaloo* program. I am a birder, a singer, and enjoy the fine arts. My undergraduate degree was in Speech & Drama.



Pr. Yvonne Marshall (2015)

Synod: 5E Western Iowa
Congregation: Our Savior's Lutheran Church, Council Bluffs, IA
Church Activities: Voting member to three Churchwide Assemblies; Served on the ELCA Task Force on Genetics; Leadership Education and Development; volunteer chaplain.
Education: B.A., University of Wisconsin-Green Bay
M.Div., Wartburg Theological Seminary
S.T.M., Wartburg Theological Seminary
Employment: Pastor, Our Savior's Lutheran Church, Council Bluffs, IA
Comments: My husband, Steve, and I have been married since 1976. Our adult daughter lives in our home state of Wisconsin (yes, we are Cheezeheads). I'm trying to understand the power and potential of social networking in community building and evangelism.



Ms. Susan W. McArver (2015)

Synod: 9C South Carolina
Congregation: Incarnation Lutheran Church, Columbia, SC
Church Activities: Teaching as a Seminary Professor; Extensive leadership roles in churchwide and synod; Daily involvement in faith formation as former DCE, parent of three sons; ELCA Task Force developing Social Statement on Education; North American Representative to three LWF consultations; Chair, Discipleship Team for local congregation; Mission Trip, Hurricane Katrina relief with Lutheran Disaster Response; Meals on Wheels; CROP walks for World Hunger
Education: B.A., Salem College
M.A.R., Lutheran Theological Southern Seminary
Ph.D., Duke University
Employment: Professor, Lutheran Theological Southern Seminary
Comments:



Pr. Raymond A. Miller (2015)

Synod: 7F Southeastern Pennsylvania
Congregation: St. John, Quakertown, PA
Church Activities: Service as a member of the ELCA Nominating Committee, 2003-present; Experience with synodical nominating and constitution committees; Advisory role regarding disciplinary issues; Secretary, Southeastern Pennsylvania Synod, 1999-present; Synod Council, Southeastern Pennsylvania Synod, 1993-1999; Active participant and leader in local clusters, conferences & ministeriums; Board member, United Friends (Quaker) School, Quakertown, PA;
Education: B. A., Upsala College
M.Div., Lutheran Theological Seminary at Philadelphia
S.T.M., Lutheran Theological Seminary at Philadelphia
Employment: Pastor; St. John's Lutheran Church
Comments: I am married to Pr. Serena Sellers, Assistant to the Bishop, Southeastern Pennsylvania Synod. We have a son and two daughters. We recently bought a 100-year old Victorian home into which we are preparing to move. This year I completed training as a facilitator for the "Creating a Culture of Peace" program. I enjoy reading, music, yoga, travel, and Phillies baseball. This year I am also learning Spanish and piano. Hable con me in espanol.



Pr. Robert G. Moore (2017)

Synod: 4F Texas-Louisiana Gulf Coast
Congregation: Christ the King Lutheran Church, Houston, TX
Church Activities: Board of Regents, Texas Lutheran University (2010-present); Tri-synodical Theological Conference Committee (2011-present); Ecumenical representative (2004-present)
Education: B.B.A., Texas Tech University
M.Div., Midwestern Baptist Theological Seminary
Ph.D., Rice University
Employment: Senior Pastor, Christ the King Lutheran Church, Houston, Texas
Comments:



Mr. John S. Munday (2013)

Synod: 3G Minneapolis Area
Congregation: Our Saviour's Lutheran Church, East Bethel, MN
Church Activities: Leadership in bereavement support groups for 25 yrs.; Minneapolis Area Synod Council 2003-2006 and Executive Com. 2005-2006; ELCA Churchwide Assembly voting member 2005 and 2007; PC(U.S.A.) Task Force on Central America 1986-1990; Charter board member of Romero Interfaith Center, Philadelphia, Pa.
Education: B.S., Purdue University; J.D., DePaul University; M.T., Princeton Theological Seminary
Employment: Intellectual Property Lawyer and Writer, self-employed attorney and author
Comments: I write a column for two local newspapers titled "The Path To Healing," a result of twenty-five years of grief work after the murder of my wife's daughter Marlys in 1979. The story is told in my book, Justice For Marlys (University of Minnesota Press, Paper 2006) We live on 14 acres in the woods (in a house actually) about 40 miles north of the twin cities, on one of 167 lakes in Minnesota named Long Lake.



Mr. Mark W. Myers (2013)

Synod: 2D Grand Canyon
Congregation: The Lakes Lutheran Church, Las Vegas, NV
Church Activities: I have served as conference representative on the Synod Council, five years; I have spoken to each head pastor in our conference and have strong understanding; On Synod Council I helped with healing after resignation of bishop; President of Congregation Council, The Lakes, Las Vegas; Currently on Synod Council, Colorado River Conference Representative; Currently serving as an assisting minister in my congregation
Education: B.S., University of New York
M.B.A., Canisius College
Employment: Real Estate Agent, self employed, RE/MAX One
Comments:



Pr. Linda O. Norman (2017)

Synod: Metropolitan Chicago Synod
Congregation: Bethel Lutheran Church, Chicago, IL
Church Activities: As an ordained member of my home congregation and in visiting capacities for other congregations, I am privileged to provide worship leadership and pastoral support as time and opportunity permits. I enjoy opportunities to lead and participate in Christian Education activities. I have also recently been invited to serve as a Stewardship Partner with a student at the Lutheran School of Theology at Chicago.
Education: B.S., Trinity University, San Antonio, TX; M.S., Trinity University, San Antonio, TX; M.Div. Lutheran School of Theology at Chicago; Chicago, IL
Employment: Treasurer, ELCA
Comments:



Mr. John M. Pederson

Synod: 3B Eastern North Dakota
Congregation: Mayville Lutheran Church, Mayville, ND
Church Activities: Eastern North Dakota Synod Council (2005-2011); Memorials Committee for the 2009 Churchwide Assembly (2009-2009); Mayville Lutheran Church Council (2003-2006)
Education: B. A., Concordia College, Moorhead MN
M.A., University of North Dakota
Ph.D., University of Nebraska-Lincoln
Employment: Professor of Humanities and Social Sciences, Mayville State University, Mayville, North Dakota
Comments: I am married to Pr. Julie Tillberg and our son, John Luke, is three years old. The college I teach at had, and still may have, the distinction of being the smallest four year state college or university that was an independent institution, not a branch campus. My doctorate is in history and I teach courses in history, economics and sociology.



Mr. Carlos E. Peña

Synod: 4F Texas-Louisiana Gulf Coast
Congregation: First, Galveston, TX
Church Activities: Experience of having served on the ELCA Church Council; Attended many synod assemblies and two Churchwide Assemblies; Worked with a broad base of people in church and community; Chair, ELCA Churchwide Nominating Committee; Past Synodical Vice President; ELCA Church Council, 1993-99; Church Council Executive Committee; Chair, Synodical Multicultural Board; Congregation President, Vice President, and various committee chairs
Education: B.A., University of Houston
Employment: Kleen Supply Co., owner
Comments: I currently own a cleaning supply business on Galveston Island off the coast of Texas, where I also live with my wife, Diane, two cats, and dog. I like to jog and have run in several marathons. I enjoy cooking and reading murder mysteries. I am a member of the Houston Musician's Union and play trombone professionally.



Mr. Ivan A. Perez (2015)

Synod: 5A Metropolitan Chicago
Congregation: Trinidad, Chicago, IL
Church Activities: Synod Council Executive Committee, Metropolitan Chicago;
Board of Directors, Crossroads Antiracism Organizing & Training;
Co-chair, Metropolitan Chicago Synod Antiracism Team; Congregation
Council President, Trinidad Lutheran Church; ELCA National Youth
Gathering Synod Coordinator , Metropolitan Chicago; Call Committee Chair,
Trinidad Lutheran Church
Education: B.F.A., Harrington College of Design
M.B.A., North Park University
Employment: Project Analyst; CNA Insurance
Comments: Born in Puerto Rico and raised in Chicago. I am the proud husband of
Victoria Alvarez, a civil engineer from Colombia. We are adapting to life as
parents having welcomed our first son, Nicolás, two months ago.
Professionally, I am a non-practicing Interior Architect currently working as
an IT project analyst. I serve the Church as an antiracism organizer and
trainer. In my spare time I enjoy reading comic books, playing fantasy
baseball/football and studying baseball history. I am also a huge couch
potato. I own upwards of 12k comic books and I worked the electronic
scoreboard at Wrigley Field.



Ms. Pamela E. Pritt (2017)

Synod: 8H West Virginia-Western Maryland
Congregation: New Hope Lutheran Church, Minnehaha Springs, WV
Church Activities: Mountain Lutheran Parish Council President (2006-2010); LIFT Task Force (2010-2011)
Education: B.A., Davis and Elkins College
Employment: Editor/Secretary-Treasurer, Pocahontas Times, Inc., Marlinton, West Virginia
Comments:



Ms. Feronika A. Rambing (2011)

Synod: 7B New England Synod
Congregation: Imanuel Indonesian Lutheran Church, Newington, N.H.
Church Activities: I was a pastor in Indonesia for 3 years; Worked with women's groups in Indonesia and in Newington, N.H.; Christian educator for women and children at Imanuel ILC; Asian-Pasific Islander Church Planting team; Mission Planning team for pre-organization of Imanuel ILC
Education: B.D., Indonesian Christian Univeristy, Tomohon, Indonesia; Coursework, International Theological Seminary, Los Angeles, Calif. Coursework, University of Indonesia, Indonesia
Employment: Homemaker
Comments:



Pr. Laurie Frances Skow-Anderson (2017)

Synod: 3D Northwestern Minnesota
Congregation: Trinity Lutheran Church, Pelican Rapids, MN
Church Activities: Synod Council (2006-present), New and Renewing Mission Table Leader (2010-present), Synod Transformation Team (2010-present)
Education: B.S., Moorhead State University
M.Div., Luther Northwestern Seminary
D.Min., Luther Seminary
Employment: Pastor, Trinity Lutheran Church, Pelican Rapids, Minnesota
Comments: I am married to Pastor Randy Skow-Anderson. Randy is the campus pastor at Minnesota State University Moorhead. We have three children. Our sons both attended Concordia in Moorhead and our daughter is a high school senior, and will most likely also attend Concordia. We recently celebrated the 25th anniversary of our ordinations. We live in lakes country in Minnesota and enjoy all water related activities. My congregation is located in one of the most racially diverse rural communities in outstate Minnesota. My Doctor of Ministry thesis was: Pentecost on the Prairie: The Movement of the Holy Spirit to Create Rural Multiracial Ministries.



Mr. David D. Swartling (2013)

Synod: 5A Metropolitan Chicago Synod
Congregation: St. Luke's, Park Ridge, Illinois
Church Activities: Congregational president; Northwest Washington Synod, vice president; Region 1 Council, chairperson; ELCA Foundation, chairman of the board; ELCA Board of Pensions, trustee
Education: B.A., Princeton University
J.D. University of Washington
Employment: Secretary, ELCA
Comments:



Pr. Kathryn A. Tiede (2015)

Synod: 3H Saint Paul Area
Congregation: Living Waters Lutheran, Lino Lakes, MN
Church Activities: National Council of Christians and Jews, Seminarians Interacting program; Theological study in Costa Rica (Seminario Biblico Latinoamericano and UNA); Chair, Diocesan Hispanic Ministries Committee, Episcopal Diocese of Upper SC; Member, Hispanic/Latino Outreach Team, SC Synod ELCA; Ordained calls in both Episcopal and Lutheran parishes
Education: B.A., Macalester College
M. Div., Harvard Divinity School
STM, Lutheran Theological Southern Seminary
Employment: Senior Pastor; Living Waters Lutheran Church
Comments: I love to run and swim, and recently have tried a few triathlons! I am rediscovering an old love for canoeing and camping, and am teaching those things to my children, as well. I am deeply grateful to God for the richness and bounty of my life.



Pr. Philip R. Wold (2013)

Synod: 1F Montana
Congregation: Trinity Lutheran Church, Sheridan, WY
Church Activities: Pastor, Trinity Lutheran Church, Sheridan, WY 2006-present; Pastor, Gloria Dei Lutheran Church, Butte, MT 1993-2006; Associate/Youth Pastor, St. Philips Lutheran Church, Hastings, MN 1987-1993; Synod Nominating Committee; Synod Council; Synod Mission Interpreter; Hospice Chaplain, Sheridan, WY; Board of Directors - Heritage Towers - Low Income housing for elderly
Education: B.A., Luther College; M. Div., Luther Seminary
Employment: Pastor; Trinity Lutheran Church
Comments: My wife, Laura, and I met at Luther College. We were married in 1983. Laura is a veterinarian. Our two children, Susan (1998) and David (2001), were adopted through Lutheran Social Services of Montana. We enjoy hiking and many other outdoor activities in Wyoming and Montana.

ELCA CHURCH COUNCIL Scheduled Meetings 2011 - 2017

- 2011 November 11-13
- 2012 April 13-16 (Easter is April 8.)
November 9-12
- 2013 April 5-8 (Easter is March 31.)
August 11-12 (Churchwide Assembly is August 12-18, Pittsburgh.)
November 8-11
- 2014 April 4-7 (Easter is April 20.)
November 7-10
- 2015 April 10-13 (Easter is April 5.)
November 13-16
- 2016 April 8-11 (Easter is March 27.)
August (Churchwide Assembly. Site to be determined.)
November 11-14
- 2017 March 31-April 3 (Easter is April 16.)
November 10-13

This page left intentionally blank

Orientation Manual for Church Council Members



Evangelical Lutheran Church in America

God's work. Our hands.

Welcome to the ELCA Church Council

On behalf of the members of the Evangelical Lutheran Church in America, I welcome you and express deep gratitude for your willingness to serve as a member of the ELCA Church Council. The ELCA's mission statement reminds us that we have been elected to be stewards of the resources of this church for the sake of the gospel and for the sake of the world: "We are claimed, gathered, and sent for the sake of the world."

I invite you into the pages of this orientation manual. It is designed to serve both as a primer for new members and as a resource for continuing members. I urge you to refer to it often, since new material will be added as topics are identified and developed.

This manual describes the significant leadership role of the ELCA Church Council, whose 38 members are charged with the responsibility of serving as "the board of directors of this church and . . . the interim legislative authority between meetings of the Churchwide Assembly." (ELCA Constitution 14.11.) Fulfilling this leadership role requires wisdom, discernment, intensive preparation, extensive knowledge, collaboration, cooperation, and communication. It is my hope that you will find your participation rewarding. Many council members at the conclusion of their six-year terms have described a deeper faith, stronger relationship with this church, and powerful bonds with other members of the Church Council.

I look forward to the years ahead and pray that you will know the satisfaction of serving God and the Evangelical Lutheran Church in America through your leadership.

Again, welcome!

In God's grace,

A handwritten signature in black ink that reads "Mark S. Hanson". The signature is written in a cursive, flowing style.

Mark S. Hanson
Presiding Bishop

Part 1

Section 1a

The Mission of the Evangelical Lutheran Church in America

It is important that members of the Church Council have an understanding of the mission of this church that they serve, and that they know and affirm what this church confesses and believes.

Mission statement of the ELCA

Marked with the cross of Christ forever,
we are claimed, gathered, and sent
for the sake of the world.

Vision Statement of the ELCA

Claimed by God's grace for the sake of the world,
we are a new creation through God's living Word
by the power of the Holy Spirit;

Gathered by God's grace for the sake of the world,
we will live among God's faithful people,
hear God's Word, and share Christ's supper;

Sent by God's grace for the sake of the world, we will
proclaim the good news of God in Christ through word and deed,
serve all people following the example of our Lord Jesus,
and strive for justice and peace in all the world.

Tagline God's work. Our hands.

STRATEGIC DIRECTIONS OF THE CHURCHWIDE ORGANIZATION

Claimed, gathered, and sent by God's grace for the sake of the world, the Evangelical Lutheran Church in America in and through its churchwide expression will:

- **Support congregations** in their call to be faithful, welcoming, and generous, sharing the mind of Christ;
- Assist members, congregations, synods, institutions, and agencies of this church to **grow in evangelical outreach**;
- **Step forward as a public church** that witnesses boldly to God's love for all that God has created;
- **Deepen and extend our global, ecumenical, and interfaith relationships** for the sake of God's mission; and
- Assist this church to **bring forth and support faithful, wise, and courageous leaders** whose vocations serve God's mission in a pluralistic world.

These strategic directions are offered with profound gratitude for the outpouring of gifts the Holy Spirit gives to members of the Evangelical Lutheran Church in America.

In the course of implementing each of these strategic directions, the churchwide organization must and will:

- Encourage, welcome, and depend upon the lively and creative exchange of resources and ideas throughout the Evangelical Lutheran Church in America;
- Recognize and encourage the vital contributions and deepening relationships with institutions and agencies of this church and with Lutheran, ecumenical, and interfaith partners;
- Confront the scandalous realities of racial, ethnic, cultural, religious, age, gender, familial, sexual, physical, personal, and class barriers that often manifest themselves in exclusion, poverty, hunger, and violence; and
- Pursue ardently the ELCA's commitment to become more diverse, multicultural, and multi-generational in an ever-changing and increasingly pluralistic context, with special focus on full inclusion in this church of youth, young adults, and people of color and people whose primary language is other than English.

PRIORITIES OF THE CHURCHWIDE ORGANIZATION

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

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

Section 1b

Organization and Governance of the ELCA

THE ELCA CHURCHWIDE ORGANIZATION

The ELCA has a churchwide organization that functions interdependently with the congregations and synods of this church (ELCA Constitution, chapters 11, 12, and 13).

The churchwide organization:

- serves on behalf of and in support of this church's members, congregations, and synods in proclaiming the Gospel, reaching out in witness and service both globally and throughout the territory of this church, nurturing the members of this church in the daily life of faith, and manifesting the unity of this church with the whole Church of Jesus Christ.
- is an instrument for accomplishing the purposes of this church that are shared with and supported by the members, congregations, and synods of this church.
- develops churchwide policy, sets standards for leadership, establishes criteria for this church's endeavors, and coordinates the work of this church.
- is a means for sharing of resources and services as determined by this church.

For basic facts about the ELCA, please visit: <http://www.elca.org/quickfacts>

CHURCHWIDE GOVERNANCE STRUCTURE

The churchwide organization carries out its governance duties through the Churchwide Assembly and the Church Council, as well as the various churchwide program units.

The Churchwide Assembly is the highest legislative authority of the ELCA. It meets once every two years to review the work of officers and churchwide units; establish churchwide policy; adopt the churchwide budget; and establish units to carry out the functions of the churchwide organization (ELCA Constitution, chapter 12).

The Church Council is the board of directors of the ELCA. It is the interim legislative authority between meetings of the Churchwide Assembly. The council acts on policies proposed by churchwide units, subject to review by the assembly; reviews procedures and programs of churchwide units to ensure that churchwide purposes, policies, and objectives are being fulfilled; and reviews recommendations from churchwide units for consideration by the assembly (ELCA Constitution, chapter 14).

CHURCHWIDE ADMINISTRATION AND OVERSIGHT

Presiding Bishop: The presiding bishop is the pastor and leader of this church as well as president and chief executive officer of the corporation. The presiding bishop is elected to a six-year term by the Churchwide Assembly; is a member of the Church Council; oversees the work of the churchwide organization; and coordinates the work of the secretary, treasurer, vice president, executive for administration, and assistants to the presiding bishop.

Secretary, Treasurer, and Vice President: Serving alongside the presiding bishop, the other officers of the churchwide organization are the secretary, the treasurer, and the vice president. The secretary and vice president are elected by the Churchwide Assembly, while the treasurer is elected by the Church Council. Each is elected to a six-year term, and each is a voting member of the Church Council. The secretary and treasurer are salaried positions. The vice president is a non-salaried layperson who serves as chair of the Church Council.

Churchwide Units: The units of the churchwide organization serve to carry out directives and policy established by the Churchwide Assembly and the Church Council. Each has particular areas for ministry for which it is responsible. An organizational structure for the churchwide organization can be found on the [Office of the Presiding Bishop](#) webpage.

PARTNERS IN THE WORK OF THE CHURCHWIDE ORGANIZATION

The Conference of Bishops, the synods, and church-related institutions such as seminaries, colleges, schools, and social ministry organizations are all partners in the work of the churchwide organization.

Part 2

Section 2a

The Church Council: Its Composition and Responsibilities

The following is a brief orientation to the composition of the Church Council and its responsibilities under the Constitution of the ELCA. For the official wording and for complete detail, it is important to consult the copy of the *Constitution, Bylaws, and Continuing Resolutions of the Evangelical Lutheran Church in America*, which is provided on the [Office of the Secretary](#) webpage.

Composition of the Church Council:

The 38 voting members of the Church Council (ELCA 14.31., 14.32.) are:

- 1) Thirty-three persons elected by the Churchwide Assembly. Each is elected to a six-year term, and cannot be re-elected for a consecutive term;
- 2) The four churchwide officers (the presiding bishop, vice president, secretary, and treasurer); and
- 3) The chair of the Conference of Bishops (elected by the Conference of Bishops).

Nine synodical bishops, one from each region, each of whom is elected by the Conference of Bishops to serve a four-year term, serve as liaison members. (ELCA 14.32.01.)

THE WORK OF THE CHURCH COUNCIL

Church Council members have many tasks to perform, both in preparation for and in conduct of the Council's meetings. Remembering that the people of this church work together using the principles of interdependence, partnership, and mutuality in decision-making, the work involved around Council meetings will include, but not be limited to, the following:

1. Review of materials presented by officers, committees, or program units

Officers and program units prepare written and verbal reports for council review. Activities of the program units and their committees that require action or approval are presented to the respective Church Council committees for action.

Council committees meet prior to or during Council meetings to review resolutions, actions, and policies proposed by officers, committees, or program units. The respective committee chair reports to the Council the findings and proposed actions that have been reviewed and presented by that committee. Committee reports requiring Council action will be prepared by the respective committee and moved on the Council floor.

Each member will receive written reports in pre-Council meeting materials as well as written and verbal reports during meetings. Some will require only review while others will call for eventual action that will be facilitated during the Council meeting.

2. Formulation of recommendations to be presented to synods, boards, commissions, or the Churchwide Assembly

The Church Council acts on resolutions from Synod Councils by referring those resolutions to appropriate units or officers, and later reporting to the synod on the action taken by the Council. The Council also reviews all recommendations from churchwide units for consideration by the Churchwide Assembly.

3. Review and approval of documents, reports, policies, and social statements, some of which may be forwarded to the Churchwide Assembly

The Church Council's role is not to duplicate the work of the program units, but rather to review their work from the churchwide point of view and to ensure that churchwide purposes, policies, and objectives are being fulfilled.

The Council takes action on social statements developed by the Office of the Presiding Bishop and then sends them to the Churchwide Assembly for deliberation and approval. In addition, the Council acts, in consultation with the Office of the Bishop and appropriate churchwide units, on messages and resolutions on social issues. The "Policies and Procedures of the Evangelical Lutheran Church in America for Addressing Social Concerns" appears on the [Social Issues](#) webpage.

4. Review of planning processes and internal churchwide unit policies

The Council reviews procedures and programs of the churchwide units to ensure that churchwide purposes, policies, and objectives are being fulfilled.

5. Approving goals and expenditure authorizations

The Council, upon recommendation of the presiding bishop, submits budget proposals for approval by the Churchwide Assembly and authorizes expenditures within the parameters of approved budgets.

6. Monitoring achievement of goals, objectives, and recommendations

The Church Council serves as the interim legislative authority between churchwide assemblies. In that role, the Council exercises the authority of the Churchwide Assembly as long as the actions of the Church Council do not conflict with the actions of and policies established by the Churchwide Assembly, and the Council is not precluded by constitutional or bylaw provisions from taking action on the matter.

See Chapter 14 of the [*Constitution, Bylaws and Continuing Resolutions of the ELCA*](#) for the full list of Church Council responsibilities.

Section 2b

Your Role as a Church Council Member: A Position Description

The position of Church Council member carries with it the respect and trust of the people of the ELCA. Your willingness to make a contribution to the life of your church is highly significant and greatly appreciated.

Your service as a Church Council member is an affirmation of your gifts of leadership and is a reflection of your involvement in the Body of Christ. It will involve your time, expertise, enthusiasm, energy, wisdom, and your prayers as we work together to serve the mission of this church.

On behalf of Presiding Bishop Mark S. Hanson and all the members of the Evangelical Lutheran Church in America, we thank you for your willingness to serve in this church as a member of the Church Council.

Together we will:

Proclaim God's saving Gospel;
Carry out the Great Commission;
Serve in response to God's love;
Worship God;
Nurture members in faith; and
Manifest the unity given to the people of God.

The Church Council of the
Evangelical Lutheran Church in America:
Board Development Committee

COUNCIL MEMBER DUTIES:

As a member of the Church Council of the Evangelical Lutheran Church in America, you serve within the body of the Church Council and as an individual member within that body.

The Church Council as a body:

1. Is to ensure the mission of the Evangelical Lutheran Church in America;
2. Is the board of directors of this church and serves as the interim legislative authority between meetings of the Churchwide Assembly;
3. As appropriate, acts on policies, reviews procedures and programs, submits budget proposals, establishes criteria, adopts personnel policies, acts on resolutions from synods, and reports actions to the Churchwide Assembly;
4. Elects the treasurer of this church;
5. Elects a member to serve the balance of a term in the event of a vacancy on the council or on a board or committee;
6. Is composed of 38 voting members (the four churchwide officers plus 33 other persons elected by the Churchwide Assembly and the chair of the Conference of Bishops);
7. Meets at least two times a year.

You as an individual member within the body:

1. Represent *this whole church* in your service on the council, forgoing any personal, synodical, or specific congregational agendas;
2. Must be a member of an ELCA-constituted congregation and continue to serve that congregation with regular attendance, financial stewardship, and as an active participant in the life and mission of that ELCA congregation;
3. May not receive an honorarium from any group while acting as a representative of this church or church council;
4. Are elected to one six-year term and shall not be eligible for consecutive reelection.

Your responsibilities:

(Sources: *Constitution, Bylaws, and Continuing Resolutions of the Evangelical Lutheran Church in America* and various resources about non-profit responsibilities.)

1. Pray regularly for the work and mission of the Church Council and of this whole church.
2. Demonstrate servanthood by words, lifestyle, and manner of leadership.
3. Recognize accountability to the Triune God, to the whole church, and to each other.
4. Serve in good faith.
5. Act in the best interests of the mission of this church.
6. Exercise independent and informed judgment.
7. Always respect that matters dealt with in executive sessions are confidential.
8. Maintain an active relationship with your synod, serving both the synod and the council as a source of information and feedback.
NOTE: Within the guidelines and policies of the ELCA, funding for travel, room costs, and most meals is available through the Office of the Secretary.
9. Read the materials and be prepared to participate responsibly;
10. Serve on one or more of the council committees to which you will be assigned and be active in the committee's deliberations and activities.¹
11. Serve periodically on task forces, *ad hoc* groups, or other council activities.
12. Serve as a mentor for newly elected council members.
13. Recognize that your board responsibility is to this church, not to the churchwide organization staff, synod staff, or other members.
14. Exercise discretion and respect confidentiality in handling materials and engaging in discussion of sensitive matters.
15. When speaking with the public, press, or other individuals, recognize that you have no authority to speak for the council unless such authority is specifically granted to you.
16. Honor the council's final decisions and choices, using the council's established processes for challenging decisions.
17. Support the chair in maintaining good order in meetings.
18. Arrange travel so that you are in attendance for the entire meeting.
19. Follow *Robert's Rules of Order* or as determined by the chair.
20. Sign the "Church Council and Committee Operational Ethics Policy."
21. Support the mission of the ELCA through an annual financial gift to the churchwide organization.
22. Attend meetings regularly.²

¹ In addition to the work of the council as a whole, each council member will be assigned to one or more council committees (Executive Committee, Budget and Finance, Legal and Constitutional Review, Planning and Evaluation, Program and Services, Board Development, Audit). Committee meetings are usually held in conjunction with council meetings. Attendance and participation is expected at each meeting.

² Attendance is expected at all duly organized meetings of the Church Council, including non-legislative meetings. If you are unable to attend a meeting, a written notice giving cause must be submitted to the Office of the Secretary prior to the commencement of the meeting. Failure to attend meetings without notice, or failure to attend a meeting without appropriate cause, may be subject to review, potential discipline, and possible removal from the council.

Etiquette in council meetings:

1. Be responsible for group behavior and productivity.
2. Be a proactive member.
3. Honor and welcome divergent opinions.
4. Ensure that meetings are safe places for all members, advisors and guests; report concerns to an officer.

Council member support:

1. Mentoring: Every newly elected council member will be assigned a mentor from the continuing members of the council for the first biennium.
2. Meeting materials are provided both on a secure Web site.
The presiding bishop is responsible for preparing the Church Council's agenda. The agenda will include information and recommendations that have been developed by churchwide units, synod councils, and churchwide officers. The agenda also reflects the actions of the Church Council during prior meetings. In the weeks prior to each meeting, you will receive a great deal of reading material. The documents are posted on Net Community for online access.
3. Meetings, travel arrangements, and hotel accommodations:
 - a. Legislative meetings are held usually in April and November of each year.
 - b. Additional meetings include a one-day meeting preceding each Churchwide Assembly and additional conference calls as needed.
 - c. Most council meetings are held at the Lutheran Center in Chicago, with room accommodations nearby.
 - d. Specific information and instructions for each meeting relevant to travel and hotel arrangements is provided prior to each meeting.
 - e. Protocol for attendance (approved by the Church Council at its November 2009 meeting):
It is expected that Church Council members and advisory members will:
 - 1). Commit to being present for meetings, not missing more than one full day of a meeting nor two consecutive meetings.
 - 2). Complete reservations for travel at least one month prior to the meeting and at the lowest fare available. Travel arrangements made after the deadline must be approved by the Office of the Secretary. Additional costs due to late reservations may be charged to the member or advisor.
 - f. Within the guidelines and policies of the ELCA, all travel, room costs, and most meals are paid for by the ELCA. Expense reimbursement forms are available at each meeting and are to be submitted with all receipts. In accordance with ELCA policies, there is no reimbursement for the purchase of alcohol.

Benefits of being a council member:

In your service as an elected member of the Church Council, you will:

1. Gain insight into the ELCA, the life of the ELCA's churchwide expression and how the mission of the ELCA is lived out in its fullness.
2. Be inspired through worship, devotions, prayer, and in conversations with members of the staff, council, and others within this church.
3. Experience the diversity of this church and see its issues and challenges from a broader perspective.

4. Discuss, deliberate, and make recommendations about major issues facing this church.
5. Participate in the governance of this church through review of staff work and the direction of the programs and functions of this church.
6. Be regarded in your local context as one who has a good understanding of the life and mission of the ELCA.
7. Experience a sense of community among and with fellow council members, the officers of this church, and the members of the church at large, as well as with ecumenical partners.

What you can expect as a Church Council member:

1. Within the bounds of reason, you should feel free to contact the officers or appropriate staff person to obtain additional information to fulfill the council's duties.
2. You have the right to inspect, for reasonable purposes and at reasonable intervals, the books and records of this church and to be provided with requested data derived therefrom.
3. You are indemnified by the churchwide organization from liabilities or lawsuits occurring by reason of your service on the council.
4. You should and will be given ample advance notice of all board and committee meetings that you are expected to attend.
5. You have the right to dissent or abstain from voting and to have your dissent or abstention recorded.
6. You should be given a copy of minutes of all meetings of the full council and of any meeting of any committee exercising council powers.

Part 3

Section 3a

Council Meeting Basics

Meetings: twice annually (April and November) at the Lutheran Center in Chicago. In years when there is a Churchwide Assembly, a pre-assembly meeting of the Council is held in the city hosting the assembly.

A list of dates for future meetings is provided on [Net Community](#).

Committees: Each member of the Church Council serves on at least one of six Church Council committees: Budget and Finance; Legal and Constitutional Review; Planning and Evaluation; and Program and Services, plus Audit and Board Development. Committees are ratified at the first meeting of each biennium, following the Churchwide Assembly. At this meeting, the Church Council also elects three of its members to serve as at-large members of the Executive Committee, in addition to the four chairpersons of the council's standing committees.

Church Council committees meet prior to each Church Council meeting. The committee reports form the basic structure for meetings of the Council, with most of the Council's business addressed through the committees. In addition to reports from the committees and the officers, the Council spends time focusing on "board development," addressing a variety of issues to strengthen its leadership as the board of directors of the Evangelical Lutheran Church in America.

TYPES OF MEETINGS

Reflecting the commitment of the Evangelical Lutheran Church in America to full, informed participation of all members in the life of this church, the churchwide organization practices a pattern of open meetings. Because of the sensitive nature of some discussions—e.g., personnel issues, contract issues, or pending litigation—there will be times that the body will go into "executive session." The following information defines these two types of meeting and spells out requirements for their conduct.

OPEN MEETINGS

Meetings that are open: Meetings of assemblies, councils, boards, steering committees, or advisory committees, as well as work groups or task forces appointed by these elective bodies of the Evangelical Lutheran Church in America normally are conducted in open session. The proceedings of such open sessions become part of the general record of this church and are available for historical reference and news reporting.

Conduct of business: Actions of these elective bodies—except for matters such as personnel issues dealing with selection, evaluation, compensation, or termination, certain contractual discussions, or other matters such as litigation—shall be taken in open session. Such sessions are open to those designated for participation.

Distribution of agenda: Agenda materials are distributed to members of such assemblies, councils, boards, steering committees, advisory committees, or other groups. In addition, agenda materials should be provided to advisory members, accredited press, invited resource persons, and necessary staff present for the meeting.

Voice but not vote: Advisory members of such bodies and liaison persons, as defined in the bylaws of this church, shall have voice but not vote. Press and other media representatives, interpretation persons, and staff have neither voice nor vote in the meeting. At the discretion of the chair, however, staff may be asked to speak to specific issues under discussion.

Visitors: Visitors present for an open meeting have no voice and no vote in the deliberations of the body. There is no obligation to provide visitors with agenda materials.

Accredited press and media representatives: Accreditation of press and other media representatives attending meetings of elective bodies of this church shall be established by the Communication Services unit.

EXECUTIVE SESSIONS

Purposes of executive sessions: An “executive session” may be held to discuss personnel issues, contract proposals, or other matters such as pending litigation. These also may be referred to as “off the record” or “background” sessions.

Persons included in executive sessions:

Present for executive sessions are *voting members only* and any specific persons that the elective body has deemed necessary for the purposes of the session. These may include liaison members, ELCA-related media representatives, or other persons as invited at the discretion of the body.

Necessary steps for executive sessions: For such closed sessions, the following steps should be taken:

- The holding of a closed session shall be announced prior to the board or committee’s entrance into such a session.
- When such a closed session is planned in advance, the chair will discuss, as early as possible, the holding of the closed session with any media representatives prior to the start of the closed session.
- When in the course of an open session a voting member requests an “off the record” or “background” session, such a request shall be made in the form of a motion and an affirmative majority vote of the group shall be required for entry into such a closed session.

MEDIA REPORTING

Discussion of a topic in closed session does not preclude news reports on the topics, provided the information in those news reports is obtained outside the

session. Because of the nature of what is discussed in an executive session, the chair and media representatives may agree to a delayed date for reporting on the topic.

Always remember that council members are never to divulge to anyone matters dealt with in executive session, and that when speaking with the public, press, or other individuals, no member has authority to speak for the council unless such authority is specifically granted. A primer on responding to media is available on [Net Community](#).

MEETING MATERIALS

According to the ELCA's constitution, the presiding bishop is responsible for preparing the Church Council agenda. This agenda includes information and recommendations that have been developed by churchwide units and by churchwide officers, as well as requests for council action that come from synod councils or from the Churchwide Assembly. The agenda also reflects the actions of the council from prior meetings.

Because of the scheduling of various meetings, recommendations for action from these sources may arrive in the bishop's office as late as a week before the Church Council meeting. To deal with this flow of materials, the council uses an agenda system that provides *background information* for members to read at home, but retains flexibility to add new information or make necessary adjustments.

Note also that different types of supporting material will be provided at different times prior to and during meetings of the Church Council.

Agenda and Schedule

This section of the agenda provides a schedule, a listing of participants, and background information and proposed recommendations for action. Most of the resolutions on which the council will vote are found in these pages, printed in boldface type.

Actions read: **CC ACTION**
 Recommended: [proposed wording]

Additional or Replacement Pages: Additional pages will be uploaded prior to and during the council meeting.

Exhibits

Exhibits are supporting documentation related to actions or information items listed in the white agenda pages. These lettered exhibits also remain constant from meeting to meeting. Exhibits will be uploaded prior to and during the meeting. Replacement pages will be uploaded during the meeting.

Other documents

The list of exhibits and other materials will be made available both prior to and during the meeting.

Electronic Distribution of Church Council Materials

Church council-related materials are available online at <https://community.elca.org/NetCommunity>. Net Community provides a secure site for Church Council members, liaison bishops and staff to view and download Church Council documents. Each user's ID and password are linked to his/her profile in the ELCA database, and therefore, cannot be changed by the user. Once an ID and password are established, it is important both to remember them and to keep that information secure.

Placing Matters on the Church Council Agenda

There are multiple ways that business can be proposed for consideration on the agenda of Church Council meetings, consistent with the *Constitution, Bylaws, and Continuing Resolutions of the Evangelical Lutheran Church in America* and fiduciary responsibilities of Church Council members under not-for-profit law.

They are as follows:

1. Through the presiding bishop who, in collaboration with the officers of this church and staff, is responsible for the preparation of the agenda of Church Council meetings.
2. Through the action of Synod Councils and Synod Assemblies by means of resolutions and memorials. Resolutions are processed for action by the Executive Committee, which reports to the Church Council; memorials are processed through the Memorials Committee and transmitted to the Churchwide Assembly, which can recommend that action be taken or evaluated by the Church Council.
3. Through committees of the Church Council. If issues have been assigned to a committee or if issues are consistent with the responsibilities of a committee as reflected in its charter, matters relating to these issues may be raised to the Church Council as part of a committee report.
4. Through the Executive Committee. Because the Executive Committee is composed of the officers and chairs of the other standing committees of the Church Council, council members may ask officers or committee chairs to bring issues or concerns to the Executive Committee, which can recommend their placement on the council's agenda.
5. Through "New Business" on the Church Council agenda. The agenda will contain a deadline for submission of new business. New business that is proposed by the deadline will be discussed in plenary, as time permits, and normally assigned to an appropriate committee or task force for future consideration and a report to the full council. Action on any matter of new business that is proposed by the deadline will be in order only upon the vote of two-thirds of the voting members present and voting in support of such action. Discussion of and action on any matter of new business that is proposed after the deadline will be in order only upon the vote of two-thirds of the voting members present and voting in support of such discussion and action. Regardless of the method, requests to place matters on the Church Council agenda shall be made in writing in a timely manner. Recommended actions must be stated with clarity.

Church Council Process Observation

The ELCA Church Council is committed to lead the church toward racial and gender justice and full inclusion and participation. In October 2007, the ELCA Church Council began a multi-year racial justice process observation pilot as a way to address racism within the Church Council itself. Process observation is the practice of observing what happens during the process of a meeting. The

observer focuses less on content and more on the process of how the group interacts with content and with one another. Process observation is a leadership competency used both in plenary and committee sessions.

The council uses process observation to surface and identify practices, cultural norms, and behaviors among its members that impact racial and gender justice and full inclusion and participation. Once identified, these practices and cultural norms are shifted, strengthened, or eliminated to support the Church Council's meeting of this commitment.

Process observation was instituted as a regular practice of the Church Council at its November 2009 meeting.

Parliamentary procedure

An explanation of parliamentary procedure and a chart of main motion is available on Net Community under [Resource Documents](#).

Section 3b

Church Council Committees

Each member of the Church Council serves on one of the four primary Church Council committees. Each biennium, Church Council members indicate a preference for committee assignment.

Though we try to align council members' interests and the needs of the committees for expertise, experience, and balance, members cannot be guaranteed that they will be assigned their top preference. Every effort will be made, however, to match interests with committee assignments.

Additional information about the committees:

1. The committees review various aspects of churchwide work and develop recommendations in their areas of responsibility for consideration by the Church Council.
2. The committees normally convene the day before the council begins its plenary sessions.
3. The committee assignments, including those of newly-elected members, will be reported in the first Church Council mailing and ratified at the first Church Council meeting of each biennium.

The committees and their responsibilities:

Audit Committee

An Audit Committee—composed of six members appointed by the Budget and Finance Committee and approved by the Church Council for two-year, renewable terms—shall assist the Budget and Finance Committee and the Church Council in fulfilling oversight of the churchwide organization's accounting and financial reporting, internal control systems, and audit functions, consistent with its responsibilities as specified in the charter recommended by the Audit Committee, reviewed by the Budget and Finance Committee, and approved by the Church Council. A minimum of two members of the Audit Committee shall be members of the Budget and Finance Committee. The chair of the Audit Committee shall be a member of the Budget and Finance Committee and shall be appointed by the chair of the Budget and Finance Committee. In consultation with the executive for administration, the Audit Committee approves the appointment and dismissal of the director for internal auditing (ELCA 14.41.E02.).

Board Development Committee

A Board Development Committee—composed of six members, at least one of whom shall be a member of the Executive Committee—shall be appointed by the Executive Committee of the Church Council for two-year, renewable terms to assist the presiding bishop and the Church Council in developing and implementing efforts to help members of the Church Council to demonstrate a comprehensive understanding of the council's role and fiduciary responsibility as the board of directors of the Evangelical Lutheran Church in America. The executive for administration shall relate to this committee, with staff services provided by the Office of the Presiding Bishop. Members appointed to the Board Development Committee shall be eligible for service on other committees of the Church Council. (ELCA 14.41.F07.)

Budget and Finance Committee

A Budget and Finance Committee shall be composed of members of the Church Council elected by the council and the treasurer of this church as an *ex officio* member with voice but not vote in the committee. This committee shall have staff services provided by the Office of the Presiding Bishop and the Office of the Treasurer. The committee shall prepare and present a comprehensive budget to the Church Council for its consideration and presentation to the Churchwide Assembly. In addition, the committee shall relate to the work of the Office of the Treasurer and the Development Services unit (ELCA 14.41.A05.).

Executive Committee

The Church Council shall have an Executive Committee composed of the churchwide officers and seven members of the Church Council elected by the council. The vice president of this church shall chair this committee. The Executive Committee shall:

- a. perform those functions of the Church Council assigned to it by the Church Council;
- b. transmit resolutions from synods to the appropriate unit or units of the churchwide organization;
- c. fulfill the responsibilities of the Church Council related to nominations, with staff services for the nomination and election processes of the Church Council provided by the Office of the Secretary;
- d. provide advice and counsel for the officers;
- e. review the work of the officers and, with the absence of the salaried officers from such deliberations, set salaries of the presiding bishop, secretary and treasurer within the ranges established by the Church Council; and
- f. demonstrate concern for the spiritual, emotional, and physical well-being of the full-time salaried officers of this church (ELCA 14.41.11)

Legal and Constitutional Review Committee

A Legal and Constitutional Review Committee shall be composed of members of the Church Council elected by the council, shall include the secretary of this church as an *ex officio* member with voice but not vote in the committee, and shall have staff services provided by the Office of the Secretary. This committee shall provide ongoing review of legal and constitutional matters. It shall review all proposed amendments to the constitutions, bylaws, and continuing resolutions (ELCA 14.41.B05.).

Planning and Evaluation Committee

A Planning and Evaluation Committee shall be composed of members of the Church Council elected by the council and shall have staff services provided by the Office of the Presiding Bishop. This committee shall assist the presiding bishop in coordinated, strategic planning for the work of the churchwide organization. This committee also shall be responsible for the ongoing evaluation of churchwide units and the structure of the churchwide organization, making recommendations to the Churchwide Assembly through the Church Council. This committee shall establish a process for a periodic review of all churchwide units. Further, in consultation with the executive for administration, this committee shall evaluate and report annually to the Church Council and biennially to the Churchwide Assembly on how the churchwide organization complies with and implements commitments and policies adopted by the Churchwide Assembly and the Church Council (ELCA 14.41.C05.).

Program and Services Committee

A Program and Services Committee shall be composed of members of the Church Council elected by the council and shall have staff services provided by the Office of the Presiding Bishop. This committee shall assist the council in assuring that churchwide purposes, policies, and objectives are being fulfilled through the programs and services of the units of the churchwide organization. All churchwide policies and strategies recommended by units that have implications for congregations, synods, other churchwide units, or institutions and agencies of this church shall be considered by this committee for recommendation to the Church Council. (ELCA 14.41.D99.).

Charters for Church Council Committees are established early within each biennium, including general and specific responsibilities for each committee for the biennium, consistent with the applicable continuing resolutions and a projected timeline for the pursuit and fulfillment of those responsibilities.

Current committee charters are available on Net Community.

Part 4

Section 4a

Contacting the Churchwide Organization

Evangelical Lutheran Church in America
8765 W. Higgins Road
Chicago, IL 60631

Tel: 800.638.3522 or 773.380.2700
Fax: 773.380.1701 Office of the Presiding Bishop
773-380-2977 Office of the Secretary

Arrangements for Church Council meetings (travel, housing, meals, and reimbursements) are handled by the Office of the Secretary. For assistance, contact:

Gail Schroeder, Administrative Assistant
Tel: 773.380.2806
Fax: 773.380.2977
e-mail: gail.schroeder@elca.org

Agenda and exhibit materials are prepared in the Office of the Presiding Bishop. For assistance with those materials, please contact:

Jodi Slattery
Assistant to the Bishop for Governance
Tel: 773.380.2599
Fax: 773.380.1701
e-mail: jodi.slattery@elca.org

OR

John Hessian, Executive Administrative Assistant
Tel: 773.380.2607
Fax: 773.380-1701
e-mail: john.hessian@elca.org

For more specific information and for contacts within the churchwide organization units, please see the current *Yearbook: Evangelical Lutheran Church in America* or go to <http://www.elca.org/ELCA/Search/Find-a-Person.aspx>.

Helpful Links

Revised 11-1-11

[Emergency Procedures](#) at the Lutheran Center

[Primer in responding to media or correspondence, and meeting with Synod Councils](#)

[Church Council Photo Directory](#) (will be updated after the November Church Council meeting)

[Church Council Contact Information](#)

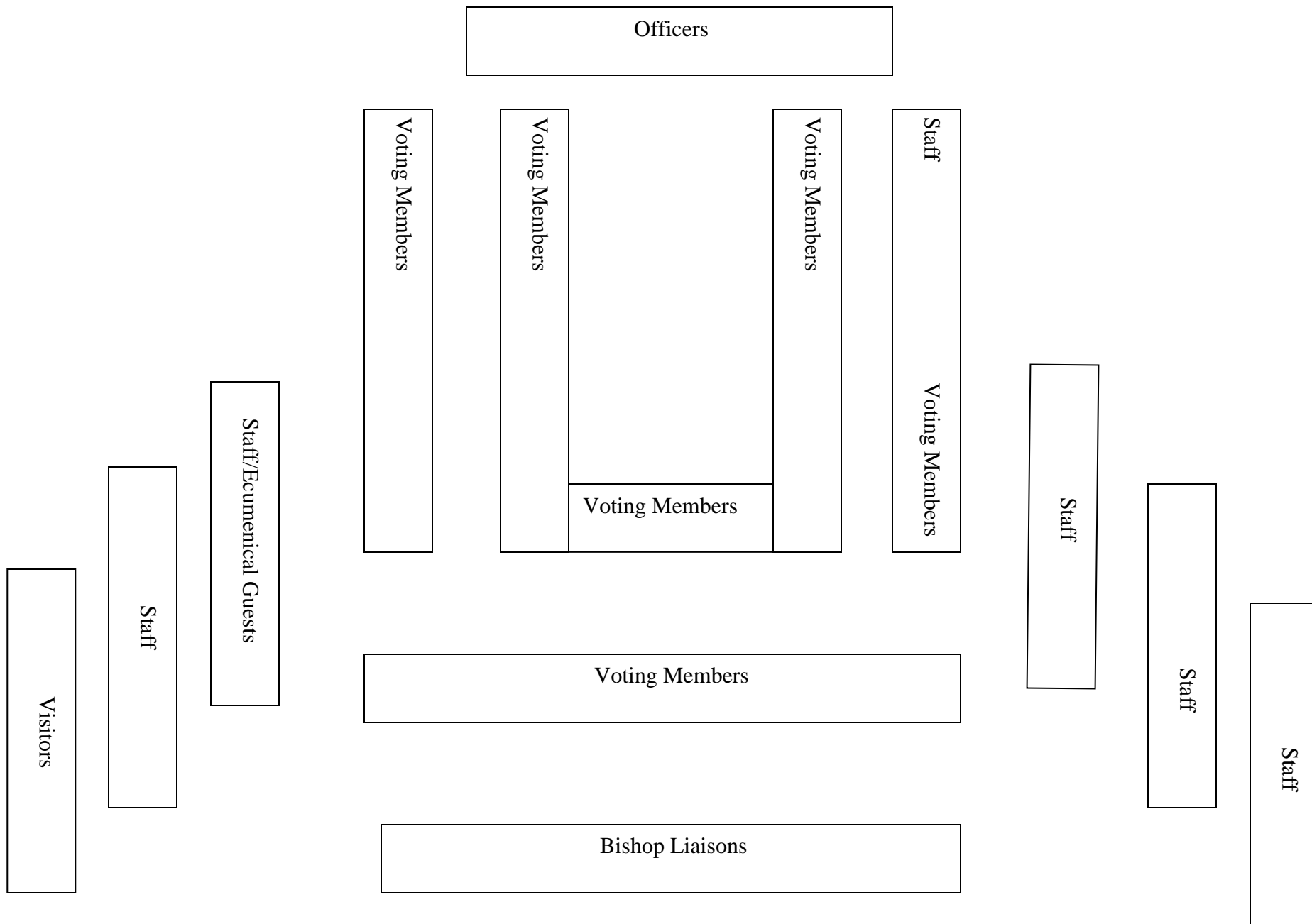
[Church Council Meeting Dates \(2011-2017\)](#)

[Governance Information from the Office of the Secretary](#)

[Parliamentary Procedure for Council meetings](#)

[How to Access Archived Church Council Actions and Minutes](#)

Seating Arrangement for Meetings of the Church Council



By-Laws of the Deaconess Community A complete copy of the By-Laws as amended by the Deaconess Assembly in 2011 may be found in the Exhibit M, Part 1b.
Proposed amendments are highlighted:

ARTICLE 1: NAME AND INCORPORATION

This document records the bylaws which regulate the corporation known as The Deaconess Community of the Evangelical Lutheran Church in America, which will be referred to herein as the "Deaconess Community." The corporation so named was formed by decree of the Court of Common Pleas of Montgomery County, Pennsylvania, dated August 5, 1966, approving the articles of incorporation. The decree, together with the articles of incorporation, was recorded on August 8, 1966, in the Office for the Recording of Deeds for Montgomery County, Pennsylvania, in Charter Book 14, at pages 301 and 302. The Deaconess Community, through corporate merger, is successor to The Baltimore Lutheran Deaconess Motherhouse and School, Inc., and The Mary J. Drexel Home and Philadelphia Motherhouse of Deaconesses. In 1988, the name was changed from the Deaconess Community of the Lutheran Church in America to The Deaconess Community of the Evangelical Lutheran Church in America.

1.1 Registered office: The registered office of the Deaconess Community shall be at such location in Pennsylvania as the directors may from time to time determine.

1.2 Other offices: The Deaconess Community may also have offices at such other places as the directors may select and the business of the community shall require.

Rationale: Last year, in the process of updating our corporation documents with the Commonwealth of Pennsylvania, we learned that because we now have our principal office outside that state, we are required to have a registered agent in Pennsylvania. The M. Burr Keim Company, located in Philadelphia, has been retained to serve in this capacity.

ARTICLE 5: THE BOARD OF DIRECTORS

5.1 The board of directors shall be elected by the Deaconess Assembly, and shall consist of six deaconesses and five other persons from the membership of the ELCA and/or the ELCIC. A majority of the directors shall be members of the ELCA (paragraph continues).

Rationale: This provision has been recommended by the ELCA general counsel, to insure that the board is controlled by ELCA members. ELCA control is required to preserve the Deaconess Community's group tax exemption under Section 501 (c) (3) of the Internal Revenue Code.

5.3. ...Specifically, the board of directors shall:

5.3.10 Determine the inability of a director to carry out his or her responsibilities, e.g., is absent from three consecutive meetings of the board of directors without cause;

5.4 The board of directors, having determined that a director is unable to carry out his or her

responsibilities, may elect to remove that director from the board in accordance with these by-laws after giving at least 30 days' prior notice to the secretary of the ELCA. The decision to remove a director shall be reported to the Church Council by the ELCA secretary.

The dismissal a board member may be effected:

- a. for willful disregard or violation of the bylaws of this Community;
- b. for absence without cause from three consecutive board meetings;
- c. for such physical or mental disability as renders the director incapable of performing the duties of office; or
- d. for such conduct as would subject the board member to disciplinary action as a member of a roster of the ELCA or as a member of a congregation of this church.

Rationale: The existing by-laws are silent on the matter of removal by the board of one of its members. The proposed language names causes for dismissal (similar to those for the directing deaconess, leadership and support staff members) and provides for such action. The notice requirement to the ELCA secretary mirrors and complies with paragraph 19.05.03 of the amended ELCA Constitution, as proposed for adoption by the 2011 Churchwide Assembly. Subsequent paragraphs of this Article have been renumbered to incorporate this new paragraph.

5.7 The board of directors shall meet twice annually, and at such other times as it may deem necessary. The chairperson or the executive committee may call meetings of the board of directors. The chairperson shall call a meeting when requested to do so in writing by five members of the board of directors or by a majority of members in good standing of the Deaconess Community. Notice of a meeting shall be mailed or sent electronically at least three weeks prior to its meeting date.

5.7.1 A majority of the directors in office shall constitute a quorum for any board meeting. The acts of a majority of the directors present at a meeting at which a quorum is present shall be the acts of the board of directors.

5.7.2 Teleconference meetings: One or more directors may participate in a meeting of the board of directors, or any committee thereof, by means of a conference telephone or similar communications equipment by which all persons participating in the meeting can hear one another.

5.7.3 Action by written consent: Any action which may be taken at a meeting of the board of directors may be taken without a meeting, provided that the action is set forth in writing and all of the directors in office give their written consent. The record of such action shall be filed with the board secretary and distributed to all parties who receive the minutes of regular board meetings.

Rationale: With the increased use of technology to facilitate meetings and official communication, these amendments are proposed to recognize such use as permitted and legal. The word "electronically" has been added to the meeting notice requirement to clarify the manner in which such notices may be sent. The most recent edition of Robert's Rules of Order does not address teleconferencing. However, the board of the Deaconess Community and its committees regularly conduct meetings in this way, and allow members to participate in a face to face meeting via teleconference when they cannot attend in person. A resource guide, "Robert's Rules

in Plain English,” strongly recommends that such meetings be permitted in an organization’s by-laws so that there is no question regarding their legality. Paragraph 5.7.2 has been added for this reason. Paragraph 5.7.1 above, formerly Paragraph 5.1.1, has been relocated for proximity with other content regarding meetings. Its amended language also gives more specific definition to “quorum.” The new Paragraph 5.7.3 permits a decision practice that has been used sparingly by the board, but also provides for transparency by requiring consent by all board members and reporting of any actions taken in this way.

ARTICLE 7: COMMITTEES

7.1 Committees of the board of directors shall be appointed by the chairperson with the concurrence of the board of directors, except for the executive committee. Each committee shall be chaired by a member of the board of directors and, except for the executive committee, may include non-board members for their special competence, experience, and interest. At least two members of each committee shall be members in good standing of the Deaconess Community.

7.1.1 A majority of the voting members shall constitute a quorum for any committee meeting. The acts of a majority of the voting members present at a meeting at which a quorum is present shall be the acts of the committee.

7.1.2 Teleconference meetings: One or more committee members may participate in a meeting by means of a conference telephone or similar communications equipment by which all persons participating in the meeting can hear one another.

Rationale: The existing by-laws have no quorum provision for committee meetings, so paragraph 7.1.1 is added to provide this information. See above comment regarding teleconferencing.

ARTICLE 8: STAFF

8.1 The Deaconess Assembly shall elect a directing deaconess for a term of four years, renewable by election for one additional term. The term of office shall begin ninety (90) days following election, or at such other time as may be determined by the board of directors. The directing deaconess shall be chosen from among those who are members in good standing of the Deaconess Community and who are consecrated deaconesses. The process for electing the directing deaconess shall be approved by the board of directors pursuant to paragraph 7.9 of these by-laws. No less than three months before the Deaconess Assembly at which a directing deaconess will be elected, all members in good standing shall be provided notice regarding the election.

Rationale: The changes to this paragraph have been recommended by the ELCA. The new language regarding the beginning of a new directing deaconess’ term of office allows for flexibility in her start date in cooperation with the board of directors. It is not necessary that the by-laws define a specific election process for this position, but it is important to be clear about control of that process. The duties of the Committee on Governance, as outlined in par 7.9 of these by-laws, include the responsibility for election processes for board members and the directing deaconess. That committee’s charter provides for approval of these processes by the

board of directors. This amendment thus reinforces other governance language, but provides flexibility for the Committee on Governance and the board to define and/or modify the election process for directing deaconess from time to time without amending this by-law. A specific provision of timely notice to the community, absent from the existing by-laws, has also been added.

8.2 The three senior leadership staff members (being the directing deaconess, the executive director, and the director of vocation and education) shall be responsible to the Deaconess Community and board of directors for their respective leadership accountabilities...

Rationale: The ELCA general counsel recommends that the three leadership positions be named in this introductory paragraph, as well as in the following sub-paragraphs.

“Friendly amendments” to previously approved minutes: The ELCA Church Council, at its November, 2010 meeting, approved the amendments to the Deaconess Community by-laws that were adopted by the 2010 Assembly. At the same meeting, the Church Council approved the proposed ELCA re-design by which the Program Unit on Vocation and Education, through which the community related to the ELCA, was eliminated. We therefore agreed to “friendly amendments” by the Office of the Secretary to replace references to the Vocation and Education Unit with the Congregational and Synodical Mission Unit, through which the community now relates to the ELCA. These editorial changes were authorized by the Church Council as part of the same action.

BYLAWS

of

The Deaconess Community of the Evangelical Lutheran Church in America

PREAMBLE OF HISTORICAL ANTECEDENTS

The Deaconess Community of the Evangelical Lutheran Church in America expresses the continuity of deaconess work in the Lutheran Church in America (a) as conceived in an agreement dated January 13, 1966, among three corporations existing at that time, viz. Mary J. Drexel Home and Philadelphia Motherhouse of Deaconesses, The Baltimore Lutheran Deaconess Motherhouse and School, Inc., and the Board of College Education and Church Vocations and its successor, the Division for Professional Leadership, both of the Lutheran Church in America, and (b) as of September 7, 1965, by joining with the sisterhood previously affiliated with the Immanuel Deaconess Institute of the former Augustana Lutheran Church. This continuity is particularly defined and shaped by the actions pertaining to deaconess work of the 1978 convention of the Lutheran Church in America and by the official documents of the Evangelical Lutheran Church in America.

ARTICLE 1: NAME AND INCORPORATION

This document records the bylaws which regulate the corporation known as The Deaconess Community of the Evangelical Lutheran Church in America which will be referred to herein as the "Deaconess Community." The corporation so named was formed by decree of the Court of Common Pleas of Montgomery County, Pennsylvania, dated August 5, 1966, approving the articles of incorporation. The decree, together with the articles of incorporation, was recorded on August 8, 1966, in the Office for the Recording of Deeds for Montgomery County, Pennsylvania, in Charter Book 14, at pages 301 and 302. The Deaconess Community, through corporate merger, is successor to The Baltimore Lutheran Deaconess Motherhouse and School, Inc., and The Mary J. Drexel Home and Philadelphia Motherhouse of Deaconesses. In 1988, the name was changed from the Deaconess Community of the Lutheran Church in America to The Deaconess Community of the Evangelical Lutheran Church in America.

- 1.1 Registered office: The registered office of the Deaconess Community shall be at such location in Pennsylvania as the directors may from time to time determine.
- 1.2 Other offices: The Deaconess Community may also have offices at such other places as the directors may select and the business of the community shall require.

ARTICLE 2: CHURCH RELATIONSHIP

The Deaconess Community, affirmed by and under the direction of the Evangelical Lutheran Church in America referred to herein as the "ELCA," is subject to policies established by that church including actions of the ELCA's Congregational and Synodical Mission Unit* taken under the official documents of the church.

ARTICLE 3: PURPOSE, MEMBERSHIP, AND FUNCTIONS

- 3.1 The Deaconess Community has been formed in order that skilled and committed women

serving through community may complement the ministry of Word and Sacrament as well as the ministry of the whole people of God. This ministry is exercised within the context of the church's mission to proclaim the Gospel, to relate the Gospel to human need in every situation, and to extend the ministry of the Gospel to all the world.

- 3.2 The Deaconess Community consists of women who have been consecrated to and continue as deaconesses in the ELCA or in the Evangelical Lutheran Church in Canada, referred to herein as the "ELCIC" together with those of its candidates who have met preparatory standards and publicly participated in the service of mutual affirmation known as investiture. Members are committed to full-time service and are strengthened for service through the Deaconess Community. If full-time service is not feasible, a deaconess may serve in an appropriate position on a part-time basis, as provided in the "Standards for Members of the Deaconess Community of the Evangelical Lutheran Church in America," which will be referred to herein as the "standards."
- 3.3 In order to proclaim the Word directly and indirectly through the church's specialized ministries, the Deaconess Community shall support its members as follows:
 - 3.3.1 encourage spiritual, professional, educational and personal growth;
 - 3.3.2 provide mutual support in call, service and retirement;
 - 3.3.3 recommend to the ELCA's Congregational and Synodical Mission Unit the standards; and
 - 3.3.4 enter into arrangements with the ELCA through the Congregational and Synodical Mission Unit for promotion and interpretation of deaconess work throughout the church and for the recruitment and education of candidates.

ARTICLE 4: THE DEACONESS ASSEMBLY

- 4.1 The Deaconess Assembly is the gathering of the members of the Deaconess Community. Membership in good standing shall be defined in the standards. Voice and vote in sessions of the Deaconess Assembly shall be limited to those who are members in good standing. All members are obligated to attend sessions of the Deaconess Assembly unless duly excused.
- 4.2 The Deaconess Assembly shall be the highest authority within the Deaconess Community.
- 4.3 The Deaconess Assembly shall meet annually to review the work of the Deaconess Community and to plan for the future; its programs shall also include elements of inspiration, fellowship and education.
- 4.4 The Deaconess Assembly shall be called into session at a time and place determined by it or by the board of directors.
- 4.5 The directing deaconess shall chair sessions of the Deaconess Assembly. A vice chairperson and a secretary for each session of the Deaconess Assembly may be approved by the board of directors from among the members in good standing of the Deaconess Community.
- 4.6 The members present shall constitute a quorum provided that the entire membership has been notified by mail at least two months prior to the opening of a session.
- 4.7 The Deaconess Assembly shall elect members of the board of directors as provided in

Article 5.

- 4.8 The executive director of the ELCA's Congregational and Synodical Mission Unit, or the director's designee, shall be invited to attend each meeting of the Deaconess Assembly.
- 4.9 Robert's Rules of Order, latest edition, shall be the governing parliamentary law of the Deaconess Assembly except as provided in these bylaws.

ARTICLE 5: THE BOARD OF DIRECTORS

- 5.1 The board of directors shall be elected by the Deaconess Assembly, and shall consist of six deaconesses and five other persons from the membership of the ELCA and/or the ELCIC. A majority of the directors shall be members of the ELCA. Biographical information, including the gifts and skills each prospective director offers to the board, shall be given to the Assembly so that the Assembly may make an informed vote. The nomination slate presented by the Governance Committee may consist of two candidates for each deaconess position and a single candidate for each non-deaconess position. The executive director of the ELCA's Congregational and Synodical Mission Unit, or the director's designee; the directing deaconess, the director of vocation and education, and the executive director, shall have seat and voice on the board of directors.
- 5.1.1 A majority of the voting members shall constitute a quorum for any board meeting.
- 5.2 The term of a director shall be four years, and the terms shall be arranged so that approximately half of the directors are elected every two years. No director shall serve more than two terms consecutively. Terms of newly elected directors shall begin on January 1st of the calendar year following their election, except that a person selected to fill a vacancy ad interim shall begin upon his or her acceptance of selection. Outgoing directors shall continue in office until their elected successors begin service on January 1st of the calendar year following their election.
- 5.2.1 Interim appointments. When a board vacancy is to be filled between elections, the Committee on Governance shall select a candidate to fill the unexpired term and submit that person's name to the Deaconess Community for a mail vote. A simple majority of members in good standing is required to affirm the appointment. In computing an interim appointee's eligibility for continued board membership, service which precedes a full term without interruption shall be disregarded if less than half a term.
- 5.3 The board of directors shall be accountable to the Deaconess Assembly for the management of the affairs of the Deaconess Community and to the ELCA for policies relating to the Deaconess Community. The board of directors shall act for the Deaconess Community in the interim between sessions of the Deaconess Assembly, but may not act contrary to the Deaconess Assembly's decisions or those of the ELCA. Specifically, the board of directors shall
- 5.3.1 carry out corporate responsibilities on behalf of the Deaconess Community;
- 5.3.2 have power to authorize contracts;

- 5.3.3 plan and provide for the conduct and evaluation of all Deaconess Community programs including interpretation and the recruitment and education of candidates, and cooperate therein as appropriate with the ELCA's Congregational and Synodical Mission Unit and synodical candidacy committees of the ELCA and the ELCIC;
- 5.3.4 provide general oversight for the service of all members and develop guidelines for their temporal support;
- 5.3.5 oversee the responsibilities of the Deaconess Community to those retired under the cooperative plan;
- 5.3.6 exercise responsibility for all properties owned or leased by the Deaconess Community;
- 5.3.7 establish policy for the management of the financial resources of the Deaconess Community;
- 5.3.8 adopt annual current budgets which project no deficit spending;
- 5.3.9 determine staff structure for the Deaconess Community, and in consultation with the senior leadership team, employ executive and program staff;
- 5.3.10 determine the inability of a director to carry out his or her responsibilities, e.g., is absent from three consecutive meetings of the board of directors without cause;
- 5.3.11 determine the inability of the directing deaconess or any executive or program staff elected by the board of directors to carry out his or her responsibilities (see 5.4);
- 5.3.12 report annually to the members of the Deaconess Community and to the ELCA's Congregational and Synodical Mission Unit;
- 5.3.13 guide planning for sessions of the Deaconess Assembly;
- 5.3.14 carry out such other responsibilities as the Deaconess Assembly may assign from time to time.

5.4 The board of directors, having determined that a director is unable to carry out his or her responsibilities, may elect to remove that director from the board in accordance with these by-laws after giving at least 30 days' prior notice to the secretary of the ELCA. The decision to remove a director shall be reported to the Church Council by the ELCA secretary.

The dismissal of a board member may be effected:

- a. for willful disregard or violation of the by-laws of this Community;
- b. for absence without cause from three consecutive board meetings;
- c. for such physical or mental disability as renders the director incapable of performing the duties of the office; or
- d. for such conduct as would subject the board member to disciplinary action as a member of a roster of the ELCA or as a member of a congregation of this church.

- 5.5 Should the directing deaconess die, resign or be unable to serve, its chairperson shall convene the board of directors to arrange for the appropriate care of the responsibilities of the directing deaconess until an election of a new directing deaconess can be held or until the directing deaconess is able to serve again. The term of the successor directing deaconess, elected by the next Deaconess Assembly, or a special meeting of the Deaconess Assembly called for the purpose of election, shall be four years, with the subsequent election to take place at the assembly closest to the expiration of such a term.

The executive committee of the board of directors shall determine whether the directing deaconess is unable to serve; the directing deaconess may appeal the decision of the executive committee by requesting a hearing before the board of directors. A meeting to determine the ability of the directing deaconess to serve shall be called upon the request of at least two members of the executive committee. Prior notice of the meeting shall be given to the directing deaconess.

Should a senior leadership team or program staff person die, resign, or be unable to serve, the remaining senior leadership team, with the approval of the executive committee of the board of directors, shall arrange for the appropriate care of the responsibilities of the staff person until a new staff person can be appointed or until the staff person is able to serve again.

The dismissal of the directing deaconess or a member of the executive or program staff may be effected:

- a. for willful disregard or violation of the bylaws of this Community;
- b. for such physical or mental disability as renders the directing deaconess or staff person incapable of performing the duties of office; or
- c. for such conduct as would subject the directing deaconess or staff person to disciplinary action as a member of the roster of the ELCA or as a member of a congregation of this church.

Proceedings for dismissal of the directing deaconess shall be instituted at petition by:

- a. the board of directors on a vote of at least two-thirds of its members; and
- b. the Deaconess Assembly on a vote of at least two-thirds of its members.

- 5.6 The officers of the board of directors shall be a chairperson, a vice chairperson, a secretary and a treasurer. They shall be elected biennially at the last board meeting of each calendar year in which directors are elected by the Deaconess Assembly. Their respective terms shall begin the first day of the following calendar year, and shall expire no later than the conclusion of their respective terms on the board. Their duties and responsibilities shall be those customary to their respective offices and as set forth in Article 6, below.

5.5.1 The treasurer may be chosen from outside the membership of the board of directors if necessary to provide for the requisite financial expertise. If so chosen, he or she shall also be elected biennially by the directors at the last board meeting of each calendar year in which directors are elected by the Deaconess Assembly. A treasurer chosen from outside the board membership shall not serve more than four two-year terms consecutively. An outside treasurer shall have seat and voice, but not vote, in meetings of the board of directors and of the executive committee.

- 5.7 The board of directors shall meet twice annually, and at such other times as it may deem necessary. The chairperson or the executive committee may call meetings of the board of directors. The chairperson shall call a meeting when requested to do so in writing by five members of the board of directors or by a majority of members in good standing of the Deaconess Community. Notice of a meeting shall be mailed or sent electronically at least three weeks prior to its meeting date.
- 5.7.1 A majority of the directors in office shall constitute a quorum for any board meeting. The acts of a majority of the directors present at a meeting at which a quorum is present shall be the acts of the board of directors.
- 5.7.2 Teleconference meetings: One or more directors may participate in a meeting of the board of directors, or any committee thereof, by means of a conference telephone or similar communications equipment by which all persons participating in the meeting can hear one another.
- 5.7.3 Action by written consent: Any action which may be taken at a meeting of the board of directors may be taken without a meeting, provided that the action is set forth in writing and all of the directors in office give their written consent. The record of such action shall be filed with the board secretary and distributed to all parties who receive the minutes of regular board meetings.

ARTICLE 6: OFFICERS

- 6.1 Vacancies
A vacancy in any office may be filled by the board of directors for the unexpired portion of the term.
- 6.2 The Chairperson
The Chairperson shall
- 6.2.1 preside at all meetings of the board of directors and of the executive committee;
- 6.2.2 be responsible for the development of an agenda for each meeting;
- 6.2.3 be responsible that the provisions of these bylaws are observed and that the enactments of the board of directors are carried out;
- 6.2.4 have general charge of and control over the affairs and property of the corporation and general supervision over its officers and agents, subject to the direction of the board of directors;
- 6.2.5 have seat and voice in all meetings of each standing committee and of all other committees of the board; and
- 6.2.6 have such other powers and perform such other duties as may be incidental to this office, as are given by these bylaws, or as from time to time may be assigned by the board.
- 6.3 The Vice-Chairperson
The Vice-Chairperson shall:
- 6.3.1 in the absence of the chairperson preside at all meetings of the board of directors and the executive committee; and
- 6.3.2 perform such other duties as from time to time may be assigned by the board of directors or the chairperson.

- 6.4 The Secretary
The Secretary shall:
- 6.4.1 record the minutes of the meeting of the board of directors and the executive committee;
 - 6.4.2 file with the minutes of the board of directors or the executive committee, as the case may be, the resolutions by which any actions taken without a meeting are authorized, together with the consents to such action;
 - 6.4.3 transmit promptly a copy of the minutes of each meeting of, and a copy of each resolution by which action is taken without a meeting by the board of directors or the executive committee to each director
 - 6.4.4 cause notices to be duly given in accordance with the provision of these bylaws and as required by law;
 - 6.4.5 see that all reports and other documents and records required by law are properly filed and kept;
 - 6.4.6 have custody of the records and seal of the corporation and cause the seal to be affixed as authorized; and
 - 6.4.7 have such other powers and perform such other duties as are given by the board of directors or the chairperson.
- 6.5 The Treasurer
The Treasurer shall:
- 6.5.1 be bonded;
 - 6.5.2 be the chief fiscal officer of the board;
 - 6.5.3 have responsibility for the receipt and distribution of all moneys, and for the safekeeping of moneys and securities, of the corporation;
 - 6.5.4 keep an accurate account of all financial transactions and report thereon at each meeting of the board of directors; and
 - 6.5.5 have such other powers and perform such other duties as from time to time may be assigned by the board of directors or the chairperson.
- 6.6 Resignations
Any officer may resign at any time by giving notice in writing to the board of directors or the chairperson. Unless otherwise specified in the notice, the resignation shall take effect upon delivery.
- 6.7 Removal
Any officer or agent may be removed at any time, either for or without cause, by the board of directors.
- 6.8 Signing Authority
Each contract or other financial instrument shall be executed by any one of the following: directing deaconess, executive director, chairperson, vice chairperson, or treasurer. If the amount of any instrument exceeds FIVE THOUSAND DOLLARS (\$5,000.00), it shall be executed by any two of the above.

ARTICLE 7: COMMITTEES

- 7.1 Committees of the board of directors shall be appointed by the chairperson with the concurrence of the board of directors, except for the executive committee. Each committee shall be chaired by a member of the board of directors and, except for the executive committee, may include non-board members for their special competence, experience, and interest. At least two members of each committee shall be members in good standing of the Deaconess Community.
- 7.1.1 A majority of the voting members shall constitute a quorum for any committee meeting. The acts of a majority of the voting members present at a meeting at which a quorum is present shall be the acts of the committee.
- 7.1.2 Teleconference meetings: One or more committee members may participate in a meeting by means of a conference telephone or similar communications equipment by which all persons participating in the meeting can hear one another.
- 7.2 The board of directors shall have general oversight of the work of each committee, establishing policy as appropriate. Each committee shall report, after each meeting, to the board of directors.
- 7.3 The executive committee shall consist of the officers except that, if the treasurer is not a member of the board of directors, one additional “at large” director shall be elected to the committee by the board of directors. This committee shall have the power to act on behalf of the board of directors in instances requiring interim action, except that it shall not have power to modify any prior action of the board of directors. The executive committee shall also act as the Personnel Committee of the board. Actions of the executive committee shall be reported by mail to the entire board of directors within ten days.
- 7.4 The Committee on Finance and Budget shall consist of at least two directors and three other persons chosen for their competence in finance. The treasurer shall be included in its membership. This committee shall report to the board of directors on all matters concerning fiscal management and shall be responsible for the presentation of annual budgets to the board. It shall supervise the investments of the Deaconess Community under policies adopted by the board of directors.
- 7.5 The Committee on Community Life shall consist of at least one director and four other persons. In cooperation with the directing deaconess, it shall seek to enhance the life of the Deaconess Community through programs and events which emphasize spiritual growth, nurture, support, and fellowship among the members. It shall serve in an advisory relationship to the directing deaconess in matters related to community life, and shall appoint the planning committee for meetings of the Deaconess Assembly.
- 7.6 The Committee on Vocation and Education shall consist of at least one director and three other persons. This committee shall deal with all matters related to the candidacy process and continuing education for the Deaconess Community. The director of vocation and education shall have seat and voice on this committee.
- 7.7 The Committee on Communications shall consist of at least one director and three other persons. This committee shall develop a communication plan and oversee its implementation. The director of communication shall be included in its membership.
- 7.8 Committee on Mission Support. The Committee on Mission Support shall consist of at least one director and four other persons. It shall assist the Deaconess Community in

seeking, responding to, evaluating, and selecting mission support opportunities that will facilitate, fulfill, and further its vision and mission.

- 7.9 Committee on Governance. The Committee on Governance shall consist of at least one director and four other persons. It shall deal with all matters relating to a) the creating and updating of the Deaconess Community's governing documents; b) the screening and selection of candidates for election to positions on the board of directors; c) the screening and selection of candidates for election as directing deaconess; and d) recommendations for appointment of standing committee chairs and members.
- 7.10 The board of directors may establish other committees from time to time as it deems necessary.

ARTICLE 8: STAFF

- 8.1 The Deaconess Assembly shall elect a directing deaconess for a term of four years, renewable by election for one additional term. The term of office shall ordinarily begin ninety (90) days following election, or at such other time as may be determined by the board of directors. The directing deaconess shall be chosen from among those who are members in good standing of the Deaconess Community and who are consecrated deaconesses. The process for electing the directing deaconess shall be approved by the board of directors pursuant to paragraph 7.9 of these by-laws. No less than three months before the Deaconess Assembly at which a directing deaconess will be elected, all members in good standing shall be provided notice regarding the election.
- 8.2 The three senior leadership staff members (being the directing deaconess, the executive director, and the director of vocation and education) shall be responsible to the Deaconess Community and board of directors for their respective leadership accountabilities. Each shall have seat and voice in all committees and the board of directors, providing assistance, counsel and guidance as appropriate. They shall work in partnership with the board, program staff, and one another, to provide leadership, vision, and direction for the organization.
- 8.2.1 The directing deaconess shall be elected by the Deaconess Community with responsibility for overseeing the pastoral and spiritual care of the individual sisters and the Community as a whole. She serves as the Deaconess Community's ambassador and liaison to the church and the world.
- 8.2.2 The executive director shall be appointed by the board of directors with responsibility for oversight of the management and administration of the finances, programs and operations of the Deaconess Community. The executive director hires, supervises and evaluates support staff, and develops and implements organizational strategy.
- 8.2.3 The director of vocation and education shall be appointed by the board of directors with responsibility for implementing, in cooperation with the Committee on Vocation and Education, the candidacy process and continuing education for candidates and deaconesses. The director of vocation and education serves as the Community's primary liaison with the ELCA and ELCIC directors for candidacy, seminaries, and synod staffs, to interpret and inform them regarding the Community's candidacy process.

- 8.3 After consultation with the senior leadership team, the board of directors shall periodically review all senior leadership team position descriptions, outlining specific responsibilities and accountabilities. The board of directors shall provide for periodic performance evaluation of the senior leadership team. In consultation with the board of directors, the executive director shall periodically review all support staff position descriptions, outlining specific responsibilities and accountabilities. The executive director shall provide for performance evaluation of all support staff.

ARTICLE 9: FISCAL MATTERS

- 9.1 The fiscal year shall be the calendar year.
- 9.2 The Deaconess Community shall not incur deficits in current operations.
- 9.3 The support of retired deaconesses who were admitted to the cooperative plan prior to July 1, 1978, and who served under it throughout their years in the diaconate shall have priority in the allocation of the financial resources of the Deaconess Community.
- 9.4 The sale or purchase of real estate, the encumbrance of assets exceeding FIFTY THOUSAND DOLLARS (\$50,000.00), and the financing of capital improvements exceeding FIFTY THOUSAND DOLLARS (\$50,000.00), shall require approval by two-thirds of votes cast by the Deaconess Assembly or by two-thirds of votes cast by mail from the members in good standing of the Deaconess Community.
- 9.5 No part of the net earnings of the corporation shall inure to the benefit of any private individual, corporation or other organization. No substantial part of the activities of the corporation shall be to carry on propaganda, or otherwise attempt to influence legislation. The corporation shall not participate in, or intervene in any political campaign on behalf of any candidate for public office, including publishing or distributing statements for the candidate.

ARTICLE 10: INDEMNIFICATION

To the full extent permitted from time to time by law, each person who is or was made or threatened to be made a party to any proceeding by reason of the present or former capacity of that person as a member, director, officer, employee, or committee member of this church shall be indemnified against judgments, penalties, fines, settlements, excise taxes, and reasonable attorneys fees and disbursements incurred by that person in connection with the proceeding. This Deaconess Community may purchase and maintain insurance on behalf of itself or any person entitled to indemnification pursuant to this chapter against any liability asserted against and incurred by this Deaconess Community or by such other person in or arising from a capacity described above.

ARTICLE 11: DISSOLUTION

Should the corporation cease to act and be dissolved, all of its property and assets remaining after the payment of its liabilities shall be paid and distributed to the Evangelical Lutheran Church in America, a Minnesota nonprofit corporation, or its successor or assigns, provided, however, that payment shall be made hereunder only to corporations, trusts, foundations, or other organizations which are organized and operated exclusively for charitable or religious purposes and which shall then be exempt from Federal income tax under Section 501 (a) of the Internal Revenue Code of

1954, as amended, as organizations described in Section 501 (c) (3) thereof (references to include corresponding provisions of any future revenue law).

ARTICLE 12: AMENDMENTS

- 12.1 Amendments to these bylaws may be presented: (a) by the board of directors or (b) in writing by five members in good standing of the Deaconess Community. When presented by five members, amendments shall be referred immediately to the board of directors which shall promptly submit its recommendations thereon to the Deaconess Assembly if it is in session or otherwise in writing to the members of the Deaconess Community immediately following the next meeting of the board of directors.
- 12.2 Amendments to Articles 1, 2, 3, 4.1, and 9 shall be adopted by majority vote of the Deaconess Assembly. Amendments to other articles may be adopted by the same procedure or by mail vote with approval by two-thirds of the members in good standing of the Deaconess Community.
- 12.3 Before becoming effective, all amendments shall be submitted, through the ELCA's Congregational and Synodical Mission Unit, to the ELCA Church Council or its executive committee for approval.

As adopted by the Deaconess Community of the Lutheran Church in America,
In Assembly, December 30, 1978

And

As amended October 1, 1994, by the Deaconess Community of the Evangelical Lutheran Church in America

And

As amended May 16, 2004, by the Deaconess Assembly, approved by the Division for Ministry Board, June 2, 2004

And

As amended by the Deaconess Assembly, May 6, 2006 and approved by the ELCA Church Council Executive Committee July 28, 2006. **EC06.07.25**. Note: The ELCA Office of the Secretary interprets the Community's amended bylaws to mean that all amendments are to be submitted through the Vocation and Education unit to the Church Council or its Executive Committee for approval."

And

As amended by the Deaconess Assembly, April 26, 2008 and approved by the ELCA Church Council Executive Committee July 25, 2008. **EC08.07.16b**. Note: The ELCA Office of the Secretary interprets the Community's amended bylaws to mean that all amendments are to be submitted through the Vocation and Education unit to the Church Council or its Executive Committee for approval.

And

As amended by the Deaconess Assembly, September 29, 2010, submitted by the ELCA Vocation and Education Unit, and approved by the ELCA Church Council, November 13, 2010. **CC10.11.78**.

***NOTE:** Church Council action **CC10.11.78** also authorized the ELCA Secretary "to make editorial changes to the bylaws related to the redesign of the churchwide organization." These changes, which consisted of replacing references to the ELCA's Vocation and Education Unit with the name of the new Congregational and Synodical Mission Unit, which replaced it in the redesign, have been incorporated into these bylaws.

And

EVANGELICAL LUTHERAN CHURCH IN AMERICA
CHURCH COUNCIL
November 11-13, 2011
Exhibit M, Part 1b
Page 12

As amended by the Deaconess Assembly, October 2, 2011, submitted to the ELCA Office of the Presiding Bishop, and approved by the ELCA Church Council, November 13, 2011.

Publishing House of the ELCA, Augsburg Fortress (AFP)

Submitted by Beth A. Lewis

Strategic Focus

Throughout 2011 we have continued to implement our strategy emphasizing the creation of high quality, market-leading group-use worship and faith formation resources for congregations and text/reference resources for higher education.

Resources for Congregations

We love to hear stories from congregations about the ways using our resources for faith formation and worship help their communities of faith. Often when we hear them, we ask permission for CEO Beth Lewis to post them in her [One Mission blog](#). While there are many wonderful stories, [one of our favorites](#) came from Holy Trinity Lutheran Church in Dubuque, Iowa. This summer they used our [ReNew: The Green VBS](#) published by our ecumenical division, [sparkhouse](#). The curriculum not only teaches the children in their community about care for creation and the parable of the sower, but it has also raised money for the ELCA Malaria Campaign...\$3400 as of September 1! This small story illustrates our integrated ecology across the ELCA that includes the ministry of publishing.

We are pleased to continue our partnership with leaders across this church on the Book of Faith initiative. Among the most popular new resources in this collection are the new selections in two popular series: [The Greatest Story](#) series and the [Making Sense](#) series. In the former, we offer both Lutheran and multi-denominational versions. The Lutheran version ties to our very popular [Lutheran Study Bible](#).

Starting in the first quarter of 2011, Augsburg Fortress began hosting a series of brainstorming gatherings with key leaders from Congregational and Synodical Mission (CSM), the LIFT Task Force, seminaries and congregations to learn what types of resources would be most helpful for congregations and synods as they strive to deepen their missional focus. We have received superb guidance from these gatherings and plan to continue collaboration with CSM and others across this church to provide helpful print and digital resources in the near future for these critically important initiatives.

[Washed and Welcome](#) baptismal education resources include print and CD-ROM resources for pastors, parents, and sponsors. This summer, we added to this collection of resources with a lovely board book for very young children, [Welcome, Child of God](#).

Our popular Worship Matters series of books has two new additions, [Flowing Water, Uncommon Birth: Christian Baptism in a Post-Christian Culture](#) by Samuel Torvend and [A Watered Garden: Christian Worship and Earth's Ecology](#) by Benjamin Stewart.

We also continue to extend our [Evangelical Lutheran Worship](#) resources. In May, we published the [ELW Graphics CD-ROM](#) with over 100 graphics from ELW to use in a wide variety of contexts.

Launched in late summer 2009, our ecumenical division [sparkhouse](#), continues to create innovative and very popular resources for congregations within the ELCA and our full-communion partner congregations. In late summer 2011, [re:form Ancestors Old Testament](#), a Bible study resource for high school youth was added to our already popular series of *re:form* youth resources.

In August 2011, [sparkhouse](#) launched an ecumenical, global worship planning and thematic content web-based subscription resource, [Clayfire](#). Thirty-day free trials of *Clayfire* are available for congregations. In addition, we host a free blog, [Clayfire Curator](#).

Resources for Higher Education

[Fortress Press](#) is well known for the publication of superb textbooks and reference resources for undergraduate and graduate education in colleges, universities and seminaries. A few of the many new Fortress Press books published since the April Church Council meeting include:

- [Great Christian Thinkers](#) by Pope Benedict XVI
[Christian Music: A Global History](#) by Tim Dowley
[Introducing the Old Testament, third edition](#) by John Drane
[The Lutheran Confessions: A Digital Anthology](#) by Tim Huffman
[The Hindu Traditions](#) by Mark W. Muesse
[Liberating Lutheran Theology](#) by Craig L. Nesson, Paul S. Chung, Ulrich Duchrow, editors
[Juan](#) by Alvin Padilla
[What Is African American Religion?](#) by Anthony B. Pinn
[Reading the Bible for All the Wrong Reasons](#) by Russell Pregeant
[The Season of Creation](#) by David Rhoads, Norman C. Habel, H. Paul Santmire, editors
[Transforming Vision](#) by Elisabeth Schüssler Fiorenza
[Systematic Theology](#) by Francis Schüssler Fiorenza and John P. Galvin, editors
[Love's Availing Power](#) by Paul R. Sponheim
[Trauma and Transformation at Ground Zero](#) by Storm Swain
Two new volumes in the Hermeneia series: [Psalms 3](#) by Frank Lothar Hossfeld and Erich Zenger and [1 Enoch 2](#) by George W. E. Nickelsburg and James VanderKam
Several volumes in the Compass Series including: [Eating and Drinking](#) by Elizabeth T. Groppe; [Parenting](#) by David H. Jensen; [Working](#) by Darby Kathleen Ray; and [Traveling](#) by Joerg Rieger

Summary

Use of technology is driving everything we do: from our infrastructure and business processes to our 1500+ eBooks, our CD-ROM versions of [Hermeneia](#) for scholars, our many web-based subscription services and, most recently our partnership with [Olive Tree](#) to create an app for [Lutheran Study Bible](#). In addition, we continue to increase the number of [free webinars](#) we offer each week to provide information and education for congregational leaders (pastors, CE directors, music directors, Sunday school teachers and more) on a wide range of topics. Leaders may also try out samples of our various video resources via our YouTube channels for both [Augsburg Fortress](#) and [sparkhouse](#). Because the use of websites, blogs, and social networking sites changes so quickly, we now have a page with a [comprehensive list](#) of the Augsburg Fortress, Fortress Press and sparkhouse related sites on the Augsburg Fortress website.

With the rapid changes in sales channels and delivery media, it is an exciting, though challenging, time to be the ministry of publishing. We welcome suggestions from our partners in ministry from across this church. Please send your ideas to Beth Lewis at ceo@augzburgfortress.org.

Augsburg Fortress, Publishing House of the ELCA Digest of Board Actions

Submitted by: Beth A. Lewis, President and CEO

Dates of Board Meetings: April 29-30, 2011 and October 21-22, 2011

Category 1: *(Policies with an impact beyond the unit, which require Church Council approval.)*

Voted to ask the Office of the Secretary of the Evangelical Lutheran Church in America to outline the process and to craft the language needed to express to the Church Council the desire of the Augsburg Fortress Board of Trustees to allow representatives from full communion partners to serve as members of the Augsburg Fortress Board of Trustees. (ES/PH.11.04.04)

Category 2: *(Policies related to the day-to-day functioning of the unit or to the specific mandate of the unit.)*

Voted to approve the minutes of the October 22-23, 2010 Board of Trustees meeting in open session. (PH.11.04.01)

Voted to redefine the roles, responsibilities, and composition of the Executive Committee, Audit & Finance Committee, and Board Development Committee as outlined in the AF Board of Trustees Committee Overview.

- 1) Members of the Executive Committee will include the chair of the Audit Committee and the chair of the Board Development Committee rather than members at-large (unless one person serves in two of the above roles) along with the Chair, Vice Chair, and Secretary. In addition to their other duties as outlined in the Standing Committees section, the Executive Committee will review financial planning, the budget process, and receive financial updates. If one person is serving in two roles, then an at-large member needs to be elected to bring the total voting membership of the Executive Committee to 5.
- 2) The name of the Audit and Finance Committee will be changed to the Audit Committee. The Audit Committee will assist the board in fulfilling its oversight responsibilities with respect to the audit of the organization's books and records and the system of internal controls that the organization has established, and ensure that ultimate accountability of the outside auditors is to the board and Audit Committee. The Audit Committee will make regular progress reports to the board.
- 3) The process for becoming a member of the Board Development Committee is changed so that new members of the committee are nominated by the Board Development Committee, rather than by the Executive Committee. The Board Development Committee will also be increased from a maximum of six members to seven members. (PH.11.04.02)

Voted to elect the following persons to serve as officers and members of the Executive Committee: Linda Brown, chair; Tim Maudlin, vice chair; Mary Butler, secretary; Robert Hahn, (as chair of Audit Committee); and Beth Marie Halvorsen, (as chair of the Board Development Committee); and to express appreciation for the leadership provided by the members of the current Executive Committee.

And to elect the following persons to serve as members of the Audit Committee: Robert Hahn, chair; Rosemary Ohles, at-large; Linda Brown (as board chair); and an at-large member to be appointed by the Executive Committee; and to express appreciation for the leadership provided by the members of the current Audit Committee.

And to elect the following persons to serve as members of the Board Development Committee: Beth Marie Halvorsen, chair; Robert Flynn, at-large; Brian King, at-large; Winston Persaud, at-large; Scott Suskovic, at-large; and Linda Brown (as board chair); and to express

appreciation for the leadership provided by the current members of the Board Development Committee. (PH.11.04.03)

Voted to reappoint McGladrey as external auditors for the audit of the 2011 financial statements of the Publishing House of the Evangelical Lutheran Church in America. (PH.11.04.04)

Voted to approve the minutes of the April 29-30, 2011 Board of Trustees meeting in open session. (PH.11.10.05)

Voted to elect Randy Foster, class of 2017, to serve on the Audit Committee of the board of trustees and Julie Stecker, class of 2017, to serve on the Board Development Committee of the board of trustees. (PH.11.10.06)

Executive Session actions

Voted to approve the minutes from the October 22-23, 2010 and December 17, 2010 meetings of the board of trustees in executive session. (ES/PH.11.04.01)

Voted to receive the 2010 financial statement audit report as submitted. (ES/PH.11.04.02)

Voted to authorize the Chief Financial Officer and President/Chief Executive Officer to negotiate the specific terms of any agreements necessary to support securing the financial interest of the ELCA and WELCA in their respective accounts receivable and cash related to subscription services performed by Augsburg Fortress, Publishers, secured by all of its consolidated accounts receivable and a second collateral position of \$(TBD) on certain of Augsburg Fortress's cash investments. The primary secured party on these investments is M & I Bank. (ES/PH.11.04.03)

Voted to approve the minutes from the April 29-30, 2011 meeting of the board of trustees in executive session. (ES/PH.11.10.05)

Category 3: (Other procedures and board actions.)

None

ELCA Board of Pensions (BOP)

Submitted by Jeffrey D. Thiemann, President

This ELCA Board of Pensions summary provides a brief overview of several topics, including: investments, health and wellness, health care reform, prescription drug savings, participating annuity and strategic focus.

Financial markets

As the financial markets continue to capture news headlines, especially at the time of writing this summary, it is understandable for people to feel some uncertainty and wonder if the markets will ever settle down. Markets always experience some level of volatility and no one can accurately predict how they will react in the future. Board of Pensions' investment staff believes in an investment philosophy that looks beyond headlines and bases decisions on the tenets of long-term investing.

While we closely monitor current market conditions, we make investment decisions based on relevant and appropriate investment strategies for the long term. We do not focus on short-term market timing strategies that we believe are more risky and can lead to higher portfolio turnover and trading costs, which can reduce plan member retirement account returns. For recent fund performance, visit our web site at www.elcabop.org.

ELCA Participating Annuity Available

ELCA Retirement Plan members once again have an option to receive a lifetime income stream with the ELCA Participating Annuity. Earlier this year, we re-designed the ELCA Participating Annuity to make payments more responsive to investment performance and to simplify members' choices at the time they annuitize a portion of their retirement account. The ELCA Participating Annuity is a type of immediate variable annuity that provides an income stream for life and income growth potential over the long term.

Health and Wellness

Together, we are making progress in helping people lead healthy lives. We appreciate the work of churchwide and synodical leaders, among others, to not only promote health and wellness, but also to model what it means to live well. The results go beyond changed lives and translate into real savings. This year, congregations and other employers in 30 synods, seven seminaries and three churchwide ministries earned a 2% discount on their health contributions, saving \$1.1 million collectively. For the first time, those 30 synods also received an additional one-time wellness reward (equal to 1% of an estimate of the 2011 health contributions paid by eligible employers in that synod) to support health and wellness within the synod.

For many employers, overall benefit costs in 2012 will remain approximately the same. While the dollar amount paid for health coverage will slightly increase, the dollar amount paid for disability coverage will decrease. The national average rate increase for health care premiums is estimated to be approximately seven percent to nine percent next year, compared to the Board of Pensions' three percent increase. We have been able to keep rate increases below the national average thanks to a number of factors: healthier members mean lower claims experience, good stewardship and administration, and partners to help manage costs.

Health Care Reform

Our senior benefits team is working with Towers Watson and denominational colleagues to research the current and pending effects of health care reform. Through the Church Alliance, we are exploring both legislative and regulatory options that will enable church plans to serve the unique needs of our plan members. We anticipate the year 2014 will bring many changes to the employer/employee health plan relationship, and the ELCA health plan is no exception. Though we cannot predict precisely what changes will occur with the ELCA health plan, it appears likely that our health benefits will include features not present today. To that end, know we will respond intelligently and in a timely fashion to changes in the health care landscape.

New Federally Funded Prescription Drug Subsidy for Retirees

We are participating in the Employer Group Waiver Program, a new program that provides access to additional federal money. We expect our participation in this program to save the health plan approximately \$5 million per year. This savings will be realized as lower rates for plan members with Medicare-primary coverage. (The Employer Group Waiver Program has recently been enhanced as a result of health care reform.)

Online Administrative Changes Coming

As stewards of church resources, we are planning to automate processes and add self-service features to our web site in 2012. Later this fall, all employers that provide ELCA benefits will receive access to our secure web site to view their ELCA benefits account information, make online benefits changes and pay bills online. Online access will be safe, save money and give employers flexibility to pay their bills.

Looking Ahead

Our strategic focus is increasingly on whole-person wellness as depicted by the Wholeness Wheel and consistent with our belief that healthy leaders enhance lives. Know our efforts will continue to concentrate on the need to prudently manage benefit plans and assets of those whom we serve, utilizing investment strategies designed to perform well over time.

Lastly, I want to acknowledge the leadership transition between former President John Kapanke and myself. I commit to each of you that I will build upon John's legacy of service as I lead the Board of Pensions in advancing its mission as a separately incorporated ministry of the ELCA. We are here to serve.

Thank you for your leadership and service. Your questions and feedback are always welcome.

ELCA Board of Pensions Digest of Board Actions

Submitted by Jeffrey D. Thiemann, President & CEO

Dates of Board Meetings: August 4-6, 2011 and November 4-6, 2011

Category I: (Policies with an impact beyond the unit which require Church Council approval.)

Approved a name change for the Board of Pensions, and authorized a Certificate of Assumed Name to be filed with the Office of the Secretary of State of Minnesota.

Approved a resolution proposing the slate of nominees, with terms, of Raye Nae D. Nylander (class of 2017), Janette E. Drew (class of 2015), and the Rev. Paul W. Stumme-Diers (class of 2013).

Category II: (Policies related to the day-to-day functioning of the unit or to the specific mandate of the unit.)

August amendments

Approved amendments to the ELCA Medical and Dental Benefits Plan to provide for a tiered approach for Members receiving organ transplants, bariatric surgery, knee and hip replacement surgery, or spine surgery. The Plan will cover 85% of eligible hospital/facility expenses for surgeries performed at a Center of Excellence, 65% at an in-network facility, and 0% at an out-of-network facility. This gives Members greater choice while directing them to a facility that demonstrates the best outcomes. This is more consistent with Blue Cross' other major clients' approach. (Approval by Board of Trustees)

Approved amendments to the ELCA Flexible Benefits Plan to adopt the industry standard which Benefits Workstation supports. The provision of FSA benefits to employees regardless of which health plan they are enrolled in and to employees who have waived health coverage is industry standard. Our new system, Benefits Workstation, is set up to accommodate FSA industry standard eligibility. (Approval by Board of Trustees)

Approved amendments to the ELCA Retirement Plan to reflect minor adjustments in terminology and methodology of annuity administration in the amendments previously approved by the Board of Trustees and Church Council in November 2010. (Approval by President)

Approved an amendment to the ELCA Retirement Plan to give the Board of Pensions flexibility to implement frequent trader restrictions for those Members incurring excessive trading costs. (Approval by President)

Approved an amendment to the ELCA Master Institutional Retirement Plan to give the Board of Pensions flexibility to implement frequent trader restrictions for those Members incurring excessive trading costs. (Approval by President)

Approved an amendment to the ELCA Master Institutional Retirement Plan which are administrative changes to previously-approved annuity amendments. (Approval by President)

Approved an amendment to the ELCA Retirement Plan for The Evangelical Lutheran Good Samaritan Society to give the Board of Pensions flexibility to implement frequent trader restrictions for those Members incurring excessive trading costs. (Approval by President)

Approved an amendment to the ELCA Retirement Plan for The Evangelical Lutheran Good Samaritan Society which are administrative changes to previously-approved annuity amendments. (Approval by President)

Approved amendments to the ELCA Flexible Benefits Plan to clarify existing procedures. (Approval by President)

November amendments

Approved amendments to the ELCA Medical and Dental Benefits Plan to allow implementation of a new Employer Group Waiver Plan (a Medicare Part D prescription drug plan), effective on January 1, 2012, which will be administered by a subsidiary of Express Scripts. (Approval by Board of Trustees)

Approved amendments to the ELCA Medical and Dental Benefits Plan, the ELCA Survivor Benefits Plan, and the ELCA Disability Benefits Plan to allow newly ordained pastors (including TEEM candidates) that worked for an eligible employer before ordination as lay employees to enter the plan without a waiting period. (Approval by President)

Approved amendments to the ELCA Medical and Dental Benefits Plan to clarify the coverage continuation provisions of the Plan. (Approval by President)

Approved an amendment to the ELCA Master Institutional Retirement Plan to allow employers to elect to contribute a flat dollar amount to the plan for each eligible employee. (Approval by President)

Approved an amendment to the ELCA Retirement Plan for The Evangelical Lutheran Good Samaritan Society to remove reference to the special deferral allowed for those who have 15 or more years of service in church plans (\$3,000/year, \$15,000 lifetime plan limit) in Internal Revenue Code section 402(g)(7). (Approval by President)

Approved an amendment to the ELCA Flexible Benefits Plan to clarify existing plan language. (Approval by President)

May 2011 Electronic Vote

Approved the retention of PricewaterhouseCoopers as the independent auditor for the year ending December 31, 2011.

September 2011 Electronic Vote

Approved the nominations of Raye Nae D. Nylander (class of 2017) and Janette E. Drew (class of 2015).

August 2011 Resolutions/Actions

Acceptance of the retirement of John G. Kapanke and gratitude for his service as president of the ELCA Board of Pensions from June 30, 1987 through September 30, 2011.

Acknowledgment of the resignation of the Rev. James A. Justman as Conference of Bishops Adviser to the ELCA Board of Pensions.

Acknowledgment of the resignation of the Rev. Jeffrey D. Thiemann as trustee of the Board of Trustees of the ELCA Board of Pensions.

Approval of a resolution concerning the election of the Rev. Jeffrey D. Thiemann as president and chief executive officer of the ELCA Board of Pensions for a four-year term commencing October 1, 2011 through September 30, 2015.

Approval of compensation and benefits for the new president and chief executive officer, the Rev. Jeffrey D. Thiemann, in accordance with his offer letter dated August 2, 2011.

Approval of a resolution designating a portion of 2011 remuneration as rental/housing allowance for the Rev. Jeffrey D. Thiemann.

Approval of Election of Officers

Michael J. McCoy, Chairperson

Lisa A. Kro, Vice Chairperson
Kevin D. Anderson, Secretary
Roger A. Sayler, Treasurer
Jill A. Schumann, At-Large Member

Approval of Election of Committee Chairs

Ruby M. Joy, Appeals
Kevin D. Anderson, Audit
Jill A. Schumann, Corporate Social Responsibility
Kathleen K. Mooney, Finance
Roger A. Sayler, Investment
Cecil D. Bykerk, Nominating
Lisa A. Kro, Products & Services

Approved the 2012-2014 Strategic Plan.

Approved a resolution delaying the action of providing a second annuity investment fund at this time, and direct staff to do more member research and fund design work to evaluate the need for a second fund.

Approved the resolution increasing the capital and operating expenditures budget for 2011.

Approved the resolution approving the 2012 Contribution Rates for the ELCA Medical and Dental Benefits Plan, the ELCA Survivor Benefits Plan and the ELCA Disability Benefits Plan, and Retiree Support.

Received the Board of Pensions' August 2011 Management Report.

Approved the Bylaw sec. 9.4 Signature Authority resolution.

Approved a resolution electing a Board of Pensions' staff member to replace a retiring trustee of Thendra, Inc.

Approved a resolution electing a Board of Pensions' staff member to replace a retiring trustee of the Augustana Annuity Trust.

November 2011 Resolutions/Actions

Acknowledged the resignation of Trustee, Pamela F. Olson (class of 2017), elected by Churchwide Assembly in August 2011.

Approved the resolution establishing the annuity adjustment, dividend and interest-crediting rate for 2012 for the ELCA Participating Annuity of the ELCA Retirement Plan. The interest-crediting rate for the year 2012 was set at 2.1% for the ELCA Participating Annuity Investment Fund bridge accounts, and the annuity adjustment for 2012 was set at -3.8%, with no dividend payment.

Approved the resolution adopting the 2012 budget.

Approved trustee Committee Assignments.

Approved changes to the Charters and Calendars for the Audit, Corporate Social Responsibility, Executive, Nominating, and Products & Services Committees.

Approved the resolution designating retirement and disability payments as rental/housing allowance for 2012.

Approved the resolution designating a portion of 2012 remuneration as rental/housing allowance for the following Board of Pensions' employees:

Pr. Robert D. Berg
Pr. Richard Bruesehoff
Pr. Donald E. Fulton
Pr. Sandra L. Rothschilder
Pr. Jeffrey D. Thiemann

EVANGELICAL LUTHERAN CHURCH IN AMERICA
CHURCH COUNCIL
November 11-13, 2011
Exhibit P, Part 2b
Page 4

Received the Board of Pensions' November 2011 Management Report.

Category III. (Other procedures and board actions.)

None.

Lutheran Men in Mission

Submitted by Doug Haugen, Executive Director

The vision of Lutheran Men in Mission is for every man to have a growing relationship with Jesus Christ through an effective men's ministry in every congregation. Lutheran Men in Mission lives out that vision through the resources we publish, the events we produce and ongoing leadership development.

Events

Lutheran Men in Mission hosted the 2011 triennial Lutheran Men in Mission Assembly (the LMM business meeting) and Lutheran Men's Gathering at the Denver Marriott Tech Center July 21-22 and July 22-24, 2011. At the assembly, voting members updated the Articles of Incorporation and by-laws, passed spending plans of \$452,800, \$474,000 and \$484,000 respectively for 2012-2014, and elected a new board and officers (see attached).

Four hundred men were in attendance at the Lutheran Men's Gathering. Men were *Called! Equipped!* and *Sent!* through stirring messages from Rev. Larry Clark, Patrick Morley, Rev. Jay Gamelin, Dr. Roland Martinson, Karl Mecklenburg and Presiding Bishop Mark Hanson. They were inspired by the music of Peter Mayer and Jay Gamelin and equipped for ministry in the many workshops that were offered.

The powerful *One Year to Live* retreat continues to spread to new areas. The next retreat takes place in New London, Minnesota in October 2011. The retreat is designed to help men take an honest look at their faith, what is keeping them from experiencing God more fully and what they believe God is calling them to do for the rest of their lives. All of this is within the safety of small groups. The retreat is completely "lay led" as all the small group facilitators have been participants in earlier retreats. The intent is to eventually bring this to every synod.

Leadership

Building Men for Christ is training designed to help rostered and lay leaders see ministry with and to men as an integral part of overall congregational ministry and helps them reach and activate men for the congregation's ministry and outreach. Like *One Year to Live*, this continues to spread to new areas. The next training is scheduled for November 5 in Sun Prairie, Wisconsin.

Resources

The *Master Builders Bible for Men* continues to be our strongest resource with nearly 50,000 in circulation. Along with the study questions written in the margins, what makes this resource unique is the thirty-two page section for men's ministry leaders. *El Nuevo Testamento* continues to be distributed to Spanish-speaking ministries through our synod and congregational men's ministries.

The most recent issue of the *Foundations* newsletter focused on the 2011 Lutheran Men's Gathering. This newsletter is distributed to approximately 8,000 men on our list and every ELCA congregation.

Young Men's Ministry

Lutheran Men in Mission's Young Men's Ministry Specialist, along with the Young Men's Ministry Council has produced a strategy to develop leaders among young men in congregations and synods. The initial training was a three-step movement: learn (theology, discipleship, leadership), listening (discernment) and live (living out your calling). This took place through assigned readings, internet communication, conference calls, in-person discussions and coaching. The current group is the second to undergo this process.

This page left intentionally blank

LUTHERAN MEN IN MISSION®

Elected Officers as of: 07/22/2011

President

Richard White
26093 Iverson Drive
South Riding, VA 20152
Tel: (703) 327-1144 (H)
(703) 927-3365 (C)
Email: rwhite743@aol.com

Vice President

Tim Crout
105 Kenzi Court
Lexington, SC 29073
Tel: (803) 951-3921 (H)
(803) 261-7011
Email: btcrout@yahoo.com

Treasurer

Les Robbins
1617 Elm Circle
Omaha, NE 68130
Tel: (402)-690-6101
Email: Lesrobbins@cox.net

Secretary

Bernie Bresson
8940 Rue Helena Street
Louisville, OH 44641
Tel: (330) 875-2362 (H)
(330) 704-3449 (C)
Fax: (330) 493-2126 wife@work
Email: Imm6bres@gmail.com

Region 1

TBA

Email:

Region 2

Jim Monkman
11331 Shimley Road
Golden, CO 80403
Tel: (817)-346-0943 (P)
(303)-642-1026 (Co)
Email: jim_monkman@yahoo.com

Region 3

Jeff Mason
7765 Ranchview Ln N
Osseo, MN 55311-2103
Tel: (563) 547-2326 (C)
(763)657-0220 (H)
Email: jamason41@comcast.net

Region 4

Tom Ness
5024 Southpoint Drive
Arlington, TX 76017
Tel: (817)-572-1405 (H)
(682)-429-3445 (C)
Email: thomas.ness@gmail.com

Region 5

Lon Buss
6571 Forest Park Dr
DeForest, WI 53532
Tel (608) 846-4864
(608) 825-5469 (W)
(608)516-7875 (C)
Email: londebbuss@charter.net

Region 6

Thomas Green
PO Box 206
Louisville, OH 44641
Tel: (330) 875-9587 (H)
(330) 284-8699 (C)
Email: tgreenhort@aol.com

Region 7

Judge Daniel Joy
14438 - 168th Street
Jamaica, NY 11434
Tel: (718) 723-0438 (H)
(917) 209-0443 (C)
Fax: (718) 528-2010
Email: ddjoy2000@aol.com

Region 8

Fred Bohls
3519 Ada Drive
Mechanicsburg, PA 17050
Tel: (717) 732-5050 (H)
(717) 448-4130 (C)
Email: fcp@ix.netcom.com

Region 9

Terry Edwards
2419 Reepsville Road
Lincolnton, NC 28092
Tel: (704)735-1819 (H)
Email: tpeimpala@yahoo.com

Members at Large

Larry Moeller
3323 Watt Avenue, PMB 124
Sacramento, CA 95821
Tel: (916) 488-7871 x110
Email: lmoe@risenindeed.com

Lawrence "Larry" Clark
9100 S Constance Ave.
Chicago, IL 60617
Tel: (773) 723-2246 (W)
(773)-221-2436 (H)
(773)-803-2842 (C)
Email pcstmarklutheran@yahoo.com

Women of the ELCA

Betty Brandt
29394 Pine Ridge Road
Grand Rapids, MN 55744
Tel: (218) 327-9744 (H)
(218) 244-5219 (C)
Email: ehbrandt@grandnet.com

Bishop's Liaison

Bishop Thomas A. Skrenes
1029 N 3rd Street
Marquette, MI 49855
Tel: (906) 228-2300
(906) 362-5212 (C)
Email: tskrenes@nqsynod.org

Young Men's Cncl – Liaison

Keith Langford
2033 Truckee St
Aurora, CO 80013
Tel: (303)358-0494
Email: KLangford03@yahoo.com

This page left intentionally blank

Mission Investment Fund of the ELCA
Submitted by Eva Roby, President and CEO

Financial Update

Although the economy continued to have an impact on the Mission Investment Fund's (MIF) investment and loan business, MIF succeeded in maintaining its position as a solid financial services provider. While total assets diminished slightly to \$638.7 million as of August 31, 2011, compared with \$641.7 million at year-end 2010, net assets rose to \$177.5 million, up from \$172.1 million at year-end 2010. Our resulting capital ratio is up slightly to 27.8 percent, signifying continued financial strength.

Investments and loans continued to be down in 2011. Investment obligations decreased to \$456.4 million as of August 31, 2011 from \$465 million at year-end 2010. As of August 31, 2011, MIF had a total of 14,334 investors.

Outstanding loans decreased to \$435.5 million as of August 31, 2011, down from \$450.4 million at year-end 2010. At August 31, 2011, MIF had 760 outstanding loans.

Loans

While loans outstanding have decreased, there has been heightened activity for new loans throughout 2011. New loan applications are up 36 percent over this period last year, with an increase of 88 percent in loan dollars. Through the first 8 months of this year, MIF received 120 total applications for new loans, compared with 150 total applications for the full year 2010. MIF has finalized more loan applications and booked more new loans at this point in 2011 than during all of 2010. ELCA congregations that had deferred large capital projects during the economic downturn are now showing a willingness to commit to larger-scale projects.

At the same time, MIF continues to work closely with those congregations that continue to struggle financially and are experiencing difficulty meeting the terms of their loans. MIF has not recorded any losses on loans, and continues to work diligently to keep delinquencies low. Delinquencies—loans that are past-due 90 days or longer—totaled 19 loans for \$11.1 million as of August 31, 2011, down from 26 loans for \$16.7 million at year-end 2010.

Marketing

MIF's marketing efforts continued to focus on building awareness and increasing participation in the Mission Investment Fund. Last spring, MIF conducted a short-term newspaper and online advertising campaign in Minneapolis/St. Paul and Fargo, major Lutheran markets. Currently, MIF is in the midst of conducting an innovative direct mail campaign to 11 congregations that are requesting to "buy-down" their loan interest rates to the current, lower rate. MIF's rate buy-down agreement calls for a one-time letter to members—sent by the congregation's pastor—explaining the benefits of investing in MIF. Finally, MIF produced a new video, "Invested," showcasing the benefits of investing in MIF. This new video was unveiled at the ELCA Churchwide Assembly in August and continues to be used in MIF's marketing efforts.

Partnerships

This year, the ELCA Fund for Leaders was able to award three more Mission Developer Scholarships with the help of the \$1.5 million challenge grant MIF has made. The scholarships go to students enrolled in mission developer programs at ELCA seminaries. MIF believes in helping the future leaders of the Lutheran church, particularly those committed to starting new congregations. To date, 13 Mission Developer Scholarships have been awarded with the help of MIF.

MIF is also working with the sponsors of the ELCA's 2012 Youth Gathering in New Orleans. Once again, MIF will host an activity booth for the participants as well as a special financial service center for pastors and youth ministers to cash checks on their MIF accounts.

Looking Ahead

While the economic outlook remains uncertain, the Mission Investment Fund is encouraged that lending activity is up. Congregations are beginning to venture forth with much-needed projects that had been delayed during the height of the economic downturn.

MIF is set to begin a new strategic planning process to identify priorities and goals for 2013 and beyond. MIF Board of Trustees, as well as our staff, will be engaged with executives and other experts in this planning process.

Women of the ELCA

Submitted by Linda Post Bushkofsky, Executive Director

The women's organization continues its strong ministries in global education, scholarships, anti-racism, grants, Bible study, cross-cultural immersion and stewardship. The organization's award-winning publications—*Gather*, *Interchange (Intercambio)*, *Café*, and its two websites—support and inspire the women of the church.

The Eighth Triennial Convention of Women of the ELCA was held July 12-14, 2011 in Spokane, Washington. Over 400 delegates from across the organization conducted the business of the organization. Officers and a churchwide executive board for the 2011-2014 triennium were elected and a budget for FY2012 was approved. Jennifer Michael, of Pensacola, Fla., was elected president. Serving with her as officers will be JoAnn Fuchs, West Columbia, Texas, vice president; Jackie Wilson, Hot Springs, Arkansas, secretary; and Barbara Martz, New Kensington, Pennsylvania, treasurer. The Rev. Jessica Crist, bishop of the Montana Synod, ELCA, preached at the opening worship, and the Rev. Wilma Kucharek, bishop of the Slovak Zion Synod, ELCA, led the Bible study.

More than 2,000 women assembled for the 2011 Triennial Gathering. Under the theme of "Renew, Respond, Rejoice!" women gathered for workshops, featured speakers, worship, servant events and more. The two featured speakers were Lutheran peacemaker Leymah Gbowee and Episcopal author Nora Gallagher. Worship leaders for the gathering included the Rev. Dr. Wyvetta Bullock, the Rev. Susan Briehl, Dr. Jane Redmont, the Rev. Mary Louise Frenchman and the Rev. Megan Torgerson.

The women's organization presented \$10,420 in gift cards and 11,160 minutes of phone cards to Transitions, a Spokane-area organization that works to end homelessness and poverty for women and children, and The Women's Hearth, a day program run by Transitions that provides shelter and educational programs to women who are homeless. Women of the ELCA also presented the organizations with 600 health kits and hundreds of school supplies. The Women's Hearth received grants from Women of the ELCA in 2009 and 2010 as well.

Fifty-eight clothing support kits, nearly 800 bags of socks and 2,225 prayer shawls went to Lutheran Community Services Northwest for distribution to Spokane-area hospitals. The clothes and prayer shawls are given to women and children affected by rape and domestic violence. Women of the ELCA also presented 80 completed quilts to Lutheran World Relief as part of the gathering's global gift.

Over 400 women pre-registered for the 2014 triennial gathering while in Spokane; that event will be held July 24-27, 2014 in Charlotte, North Carolina. More information about the triennial convention and gathering, including video, photos and news, can be found at www.womenoftheelca.org. Registration for the 2014 event at a reduced rate is available through December 31, 2011, and details can be found at www.womenoftheelca.org.

The organization's health initiative, Raising Up Healthy Women and Girls, is making available \$50,000 in seed grants for congregational units. The grants, ranging up to \$1,000, are to be used for health initiative programs that intentionally involve women across generations and are easily replicable by other units. Success stories from the first group of 17 congregational units to receive seed grants have been compiled into a free downloadable resource, *Planting Seeds For A Healthy Tomorrow*.

This summer Women of the ELCA announced the rebranding of its award-winning magazine. *Lutheran Woman Today* is now *Gather*. *Gather* offers a mix of articles, theological reflections, devotions, and stories of comfort and challenge that lift up the mission of Women of the ELCA: mobilizing women to act boldly on their faith in Jesus Christ.

The 2011-2012 Bible study published in *Gather* was written by the Rev. Patricia Lull. Lull has designed the 2011-2012 Bible study, "To Lead and to Serve: The Gospel of Mark," for both

experienced and novice readers of Scripture, challenging all to read this gospel narrative as an invitation to discipleship in the 21st century. For more information, visit www.gathermagazine.org.

The organization launched its first iPhone app earlier this year. Daily Grace is an on-the-go companion, providing a daily faith reflection, reading or prayer tied to the liturgical or secular calendar. This free iPhone app is available at www.womenoftheelca.org/apps or through the iTunes App Store.

The organization continues to provide high quality program resources at no cost in PDF downloadable formats. Topics covered in recently published resources include knitting as a spiritual practice, opening your spiritual gifts, sacred space as metaphor, building a book club and a look at Advent as a walk. They are available at our website. Over 30 program resources have been published since 2009.

The application process for Women of the ELCA grants and scholarships opens December 15, 2011. More than \$3 million dollars have been awarded in the grants program and over \$500,000 in scholarships. More details can be found at www.womenoftheelca.org.

The organization looks forward to celebrating its 25th anniversary in 2012. Anniversary resources are in production and will be shared in February 2012. The organization will be launching a special 25th anniversary appeal with 50 percent of the total offerings designated for the ELCA Malaria Campaign; those dollars will be earmarked for medicine, clean water and advocacy efforts. The organization sees this partnership as a continuation of its long history of serving as change-makers in the global church.

Women of the ELCA Digest of Board Actions

Submitted by Linda Post Bushkofsky, executive director

Date of Board Meeting: October 22-23, 2011 (Arlington Heights, Illinois)

Category 1: (Policies with an impact beyond the unit, which require Church Council approval)

None.

Category 2: (Policies related to the day-to-day functioning of the unit or to the specific mandate of the unit.)

Regarding the Eighth Triennium (2008-2011):

- Received a referral from the 8th Triennial Convention of Women of the ELCA (July 12-14, 2011), along with a summary of actions taken at the convention; also received an evaluation summary; and
- Received an evaluation summary from the 8th Triennial Gathering (July 14-17, 2011) and discussed same.
- Received the report and recommendation of the Executive Director Evaluation Committee and acted upon the same.
- Recommended to the executive director the annual distribution from the India endowments.
- Approved a special unit, to be known as St. Timothy Women, Forest Park, Georgia (Southeastern Synod).
- Approved changes to the constitutions of two synodical women's organizations (Lower Susquehanna and Rocky Mountain).

Category 3: (Other procedures and board actions)

Elected three members of the board to the executive committee. Those elected were Syd Brinkman, of Allison, Iowa; Gwendolyn King, of Philadelphia, Pennsylvania, and Vickie Murph, of Columbus, Ohio. They join the four officers of the organization to comprise the executive committee. The officers are Jennifer Michael, president, of Pensacola, Florida; JoAnn Fuchs, vice president, of West Columbia, Texas; Jackie Wilson, of Hot Springs, Arkansas; and Barbara Martz, of New Kensington, Pennsylvania.

Reviewed anti-racism education in the past and committed to continued education in this triennium.

Received a report from Church Women United.

Prior to the meeting, engaged in orientation for this newly constituted board that included, among other things, instruction on personnel issues, explanation of the organization's financial statements and explanations of the roles of board members and staff.

This page left intentionally blank

Summary of the 2011 Churchwide Assembly Evaluation

Dann Taylor

Research and Evaluation

Revised: September 13, 2011

In August 2011, the Florida-Bahamas Synod hosted the twelfth biennial Churchwide Assembly (“CWA”) of the Evangelical Lutheran Church in America. Voting members, advisory members, congregational observers, Assembly staff and volunteers were given an optional evaluation to complete. Of the 1,024 voting members at the 2011 Churchwide Assembly, 779 (76 percent) completed and returned an evaluation. Of the 1,045 voting members at the 2009 Churchwide Assembly, 738 (71 percent) returned an evaluation. What follows is a summary of the voting members’ evaluations, with comparisons to 2009 where applicable.

Assembly Materials and Preparation

Many respondents (64 percent) thought the pre-Assembly materials arrived in “plenty of time” for adequate review (complete frequencies are available in the Appendix). Respondents in 2011 were more likely to report being “overwhelmed by the amount of materials” received (47 percent) than respondents in 2009 (41 percent). When asked how much of the materials they were able to review before the Assembly began, 45 percent of the respondents indicated “most or all” while 44 percent indicated “only some” of them.

Various pre-Assembly report materials including an orientation video as well as a video introducing them to parliamentary procedure were made available ahead of the Assembly. Respondents were asked how helpful they found the materials, using a seven-point scale with “7” represented “very”. As shown in Table 1, the orientation video was given a mean rating of 5.4 in 2011 and 5.7 in 2009, suggesting that the 2009 respondents found it more helpful than 2011 respondents. The parliamentary procedure video was given a mean rating of 5.1 in 2011 and 5.4 in 2009, again suggesting that the 2009 respondents found the information more helpful than the 2011 respondents.

Table 1: Mean Ratings of Videos

	2011 mean rating	2009 mean rating
Orientation video	5.4	5.7
Parliamentary procedure video	5.1	5.4

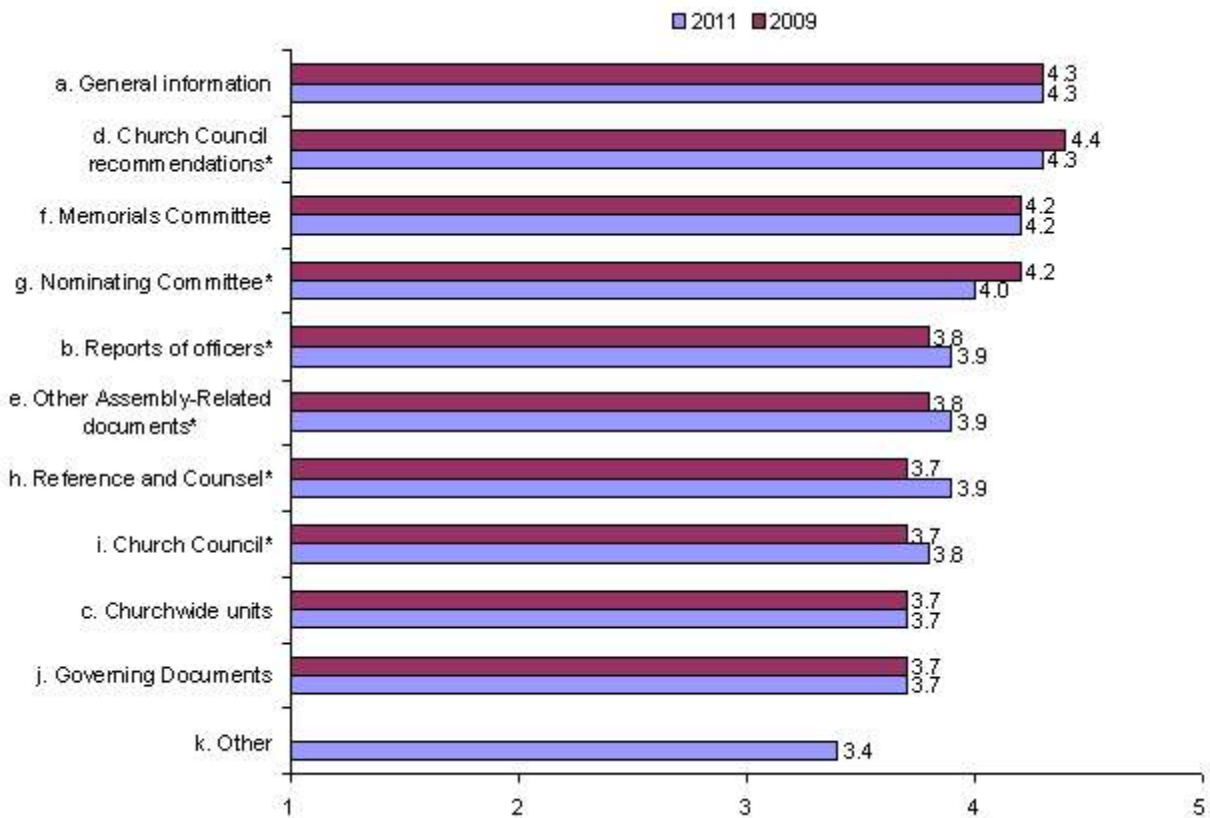
In addition to rating the helpfulness of the preparation materials, 2011 respondents were asked how many times they reviewed the materials. Most respondents viewed both the orientation video (74 percent) and the parliamentary procedure video (86 percent) once. The pre-Assembly report materials were viewed one time by 36 percent of the respondents, twice by 21 percent of the respondents and three times by 22 percent of the respondents.

The periodic email updates, new in 2011, were considered “very” useful by 45 percent of the respondents and 77 percent thought the right amount of updates were sent.

As Figure 1 indicates, many respondents found the individual sections of the 2011 Pre-Assembly report helpful: mean scores (based on a five-point scale with “5” representing “very”) range from a low

of 3.4 (“other documents”) to a high of 4.3 (“Church Council Recommendations”). There are some notable differences, however, between the 2009 and 2011 ratings. For instance, Church Council’s recommendations had a higher mean rating in 2009 (4.4) than in 2011 (4.3), suggesting it was more helpful to the 2009 respondents than the 2011 respondents. The same is true of the Nominating Committee section (mean rating of 4.2 in 2009 and 4.0 in 2011). On the other hand, the sections dealing with the Reports of the Officers, other Assembly related documents, Reference and Counsel, and Church Council had higher mean ratings in 2011 than in 2009.

Figure 1: Helpfulness of the Pre-Assembly Report¹



Respondents were given a seven-point scale with “7” representing “very” and asked to indicate how prepared they were to fulfill their roles: 49 percent of 2011 respondents indicated “6” or “7” while 62 percent of 2009 respondents indicated “6” or “7”, suggesting the 2011 respondents felt less prepared than in 2009.

The ELCA Mission Encounter event held on Tuesday was attended by 79 percent of the respondents. When asked to indicate how helpful the event was in explaining the work of the ELCA on other continents, 51 percent of the respondents indicated “4” or “5” on a five-point scale with “5” representing

¹“*” indicates a significant difference at the 0.05 level between 2011 and 2009 ratings

“very”.

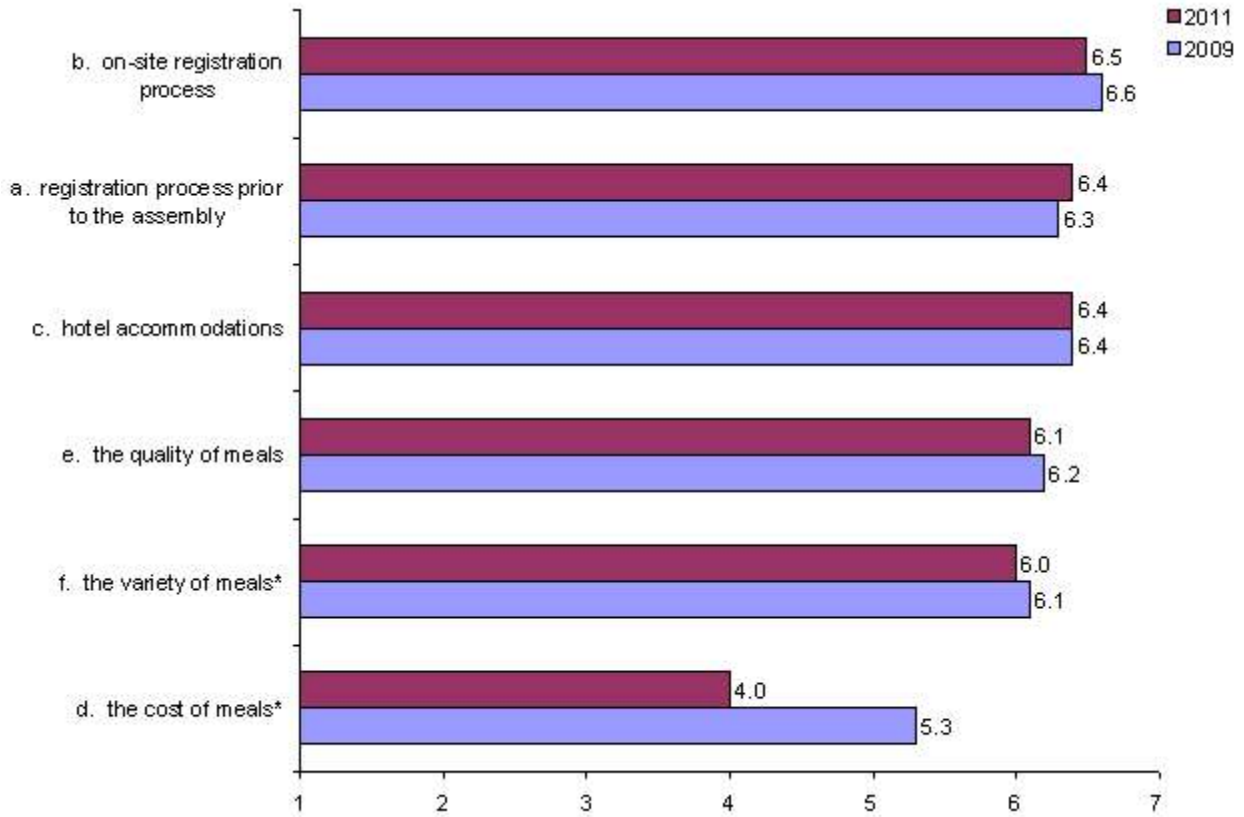
In a dramatic shift from 2009, 58 percent of 2011 respondents favor making the e-mail addresses of voting members available to organizations or congregations related to the ELCA. The percentage in favor of making e-mail addresses available in 2009 was 19 percent.

About half (49 percent) of the respondents contacted their prayer partners prior to the Assembly; 76 percent think telephone numbers should be made available to prayer partners. When asked how important it was to have a prayer partner, 31 percent of the respondents indicated “4” or “5” on a five-point scale with “5” representing “very”.

Registration and Accommodation

Generally speaking, the registration process, accommodations and meals were well received by respondents, both in 2011 and 2009 (see Figure 2). There are two exceptions, however: the cost and variety of meals. Respondents gave a higher rating (using a seven-point scale with “7” representing “excellent”) to both the cost and variety of meals in 2009 than in 2011. The cost of the meals average rating went from 5.3 in 2009 to 4.0 in 2011, a fairly significant decline.

Figure 2: Registration and Accommodations Ratings²

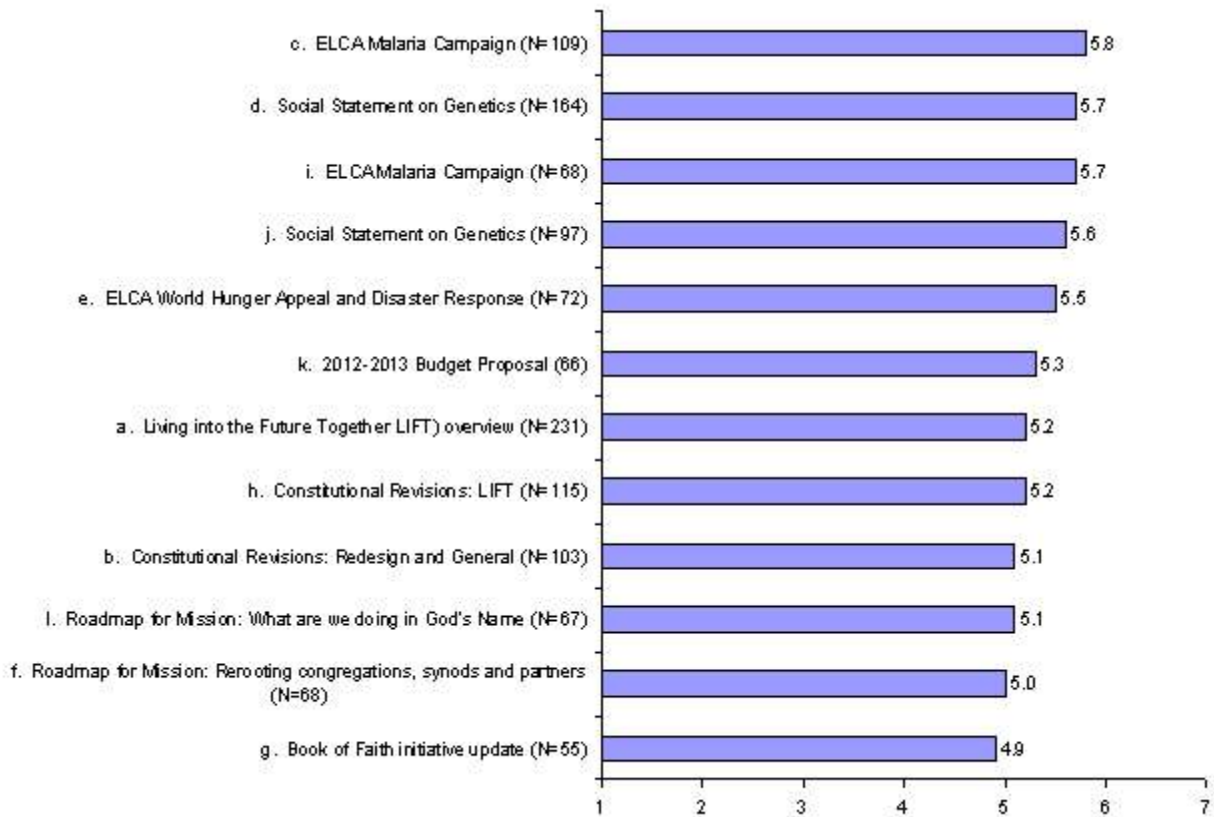


²“*” indicates a significant difference at the 0.05 level between 2011 and 2009 ratings

Hearings

Respondents were given the opportunity to attend two hearings on Monday, August 15th. The intent of the hearings was to help clarify issues regarding the items being discussed at the Churchwide Assembly, including Constitutional revisions, the genetics social statement, and the work of the Living into the Future Together (LIFT) task force. The hearing with the most responses was the LIFT overview with 231 responses while the Book of Faith initiative update had the fewest number of responses at 55. The lowest mean rating (based on a seven-point scale with “7” representing “very helpful”) was given to the Book of Faith initiative update (4.9) while the highest was given to the ELCA Malaria Campaign (5.8) (see Figure 3).

Figure 3: Helpfulness of Hearings in Clarifying Issues



Discussion and Debate

When asked to indicate how helpful it was to receive Legislative Updates during the Assembly, using a seven-point scale with “7” representing “very”, 54 percent of the respondents indicated either “6” or “7”.

Approximately one-fourth (23 percent) of the respondents spoke at a microphone to address the Assembly.

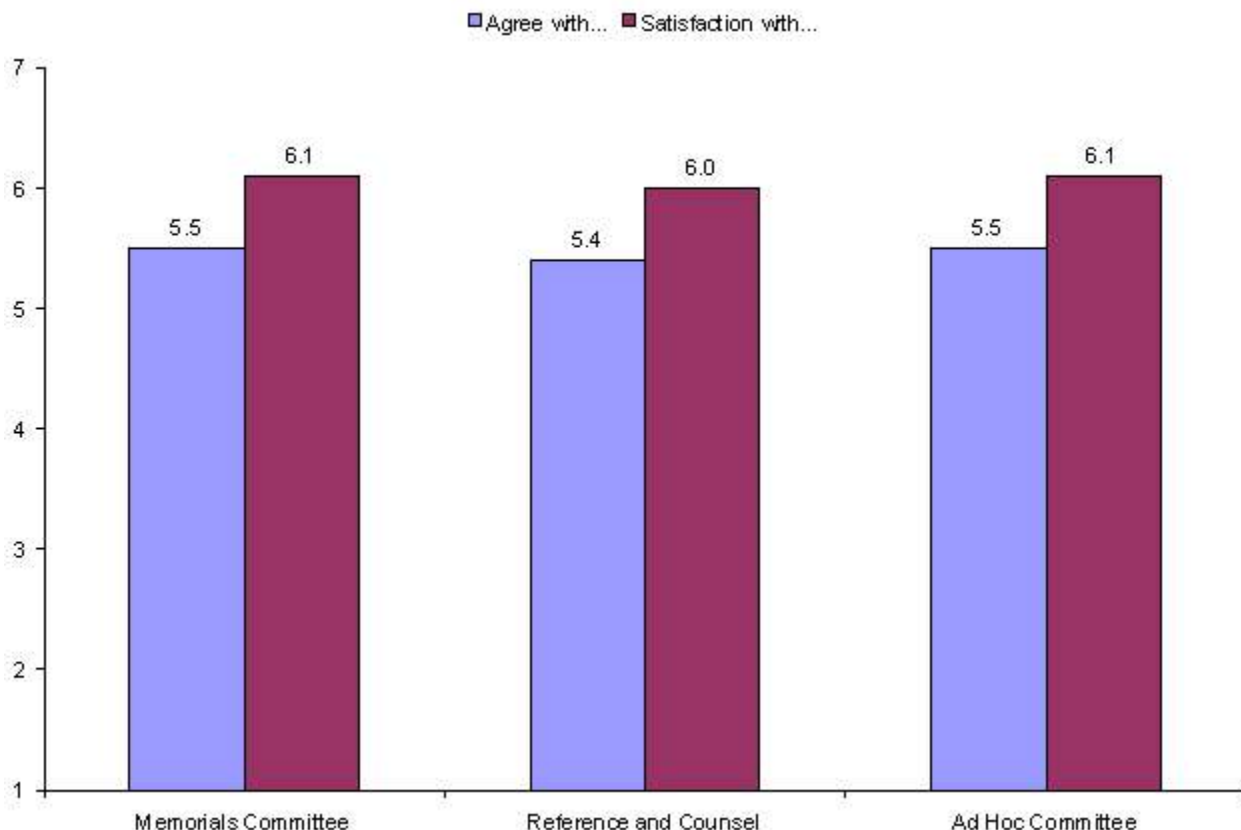
A majority of 2011 respondents (64 percent) thought the facilitation of debate was “excellent” compared with slightly less than half of 2009 respondents (48 percent).

Nearly all respondents felt adequately informed about the procedures for debate (98 percent) and the subject of each vote (95 percent).

The average rating by participants of the Committee of the Whole Q&A with the Presiding Bishop was 5.5 on a seven-point scale where “7” represents “very helpful”.

Respondents often agreed with the Memorials Committee, Reference and Counsel, and the Ad Hoc Committee: mean ratings (on a seven-point scale with “7” representing “always”) were 5.5, 5.4, and 5.5 respectively. Likewise, respondents were satisfied with the work of the Memorials Committee, Reference and Counsel, and the Ad Hoc Committee: mean ratings on a seven-point scale (with “7” representing “very”) were 6.1, 6.0, and 6.1, respectively (see Figure 4). Respondents’ satisfaction with the Memorials Committee increased from 5.7 in 2009 to 6.1 in 2011.

Figure 4: Agreement and Satisfaction with the work of...

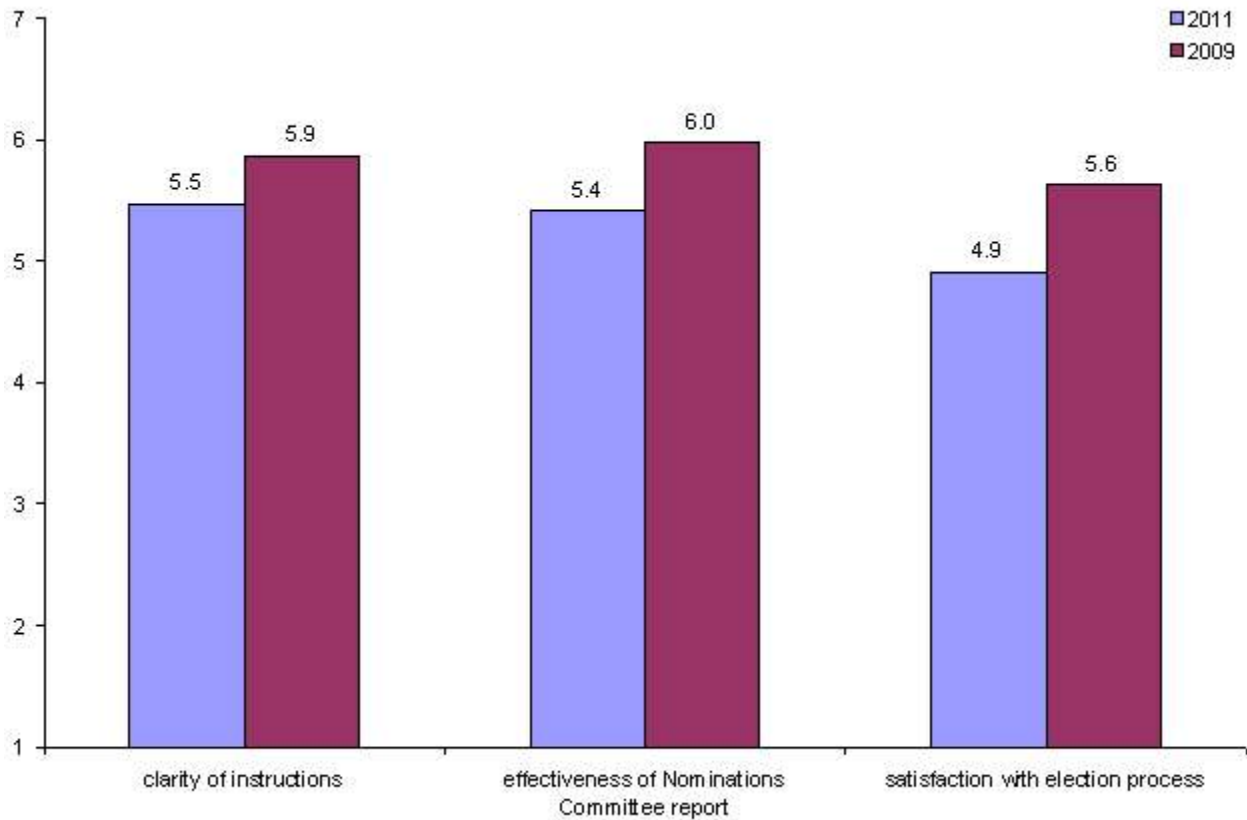


Nominations and Elections

As Figure 5 indicates, respondents seem less content with the nominations and election process in 2011 than in 2009. Compared to responses from 2009, respondents in 2011 felt:

- the instructions were less clear;
- the Nominations Committee report was less effective in conveying information about the candidates; and
- the election process was less satisfying.

Figure 5: Nominations and Elections³

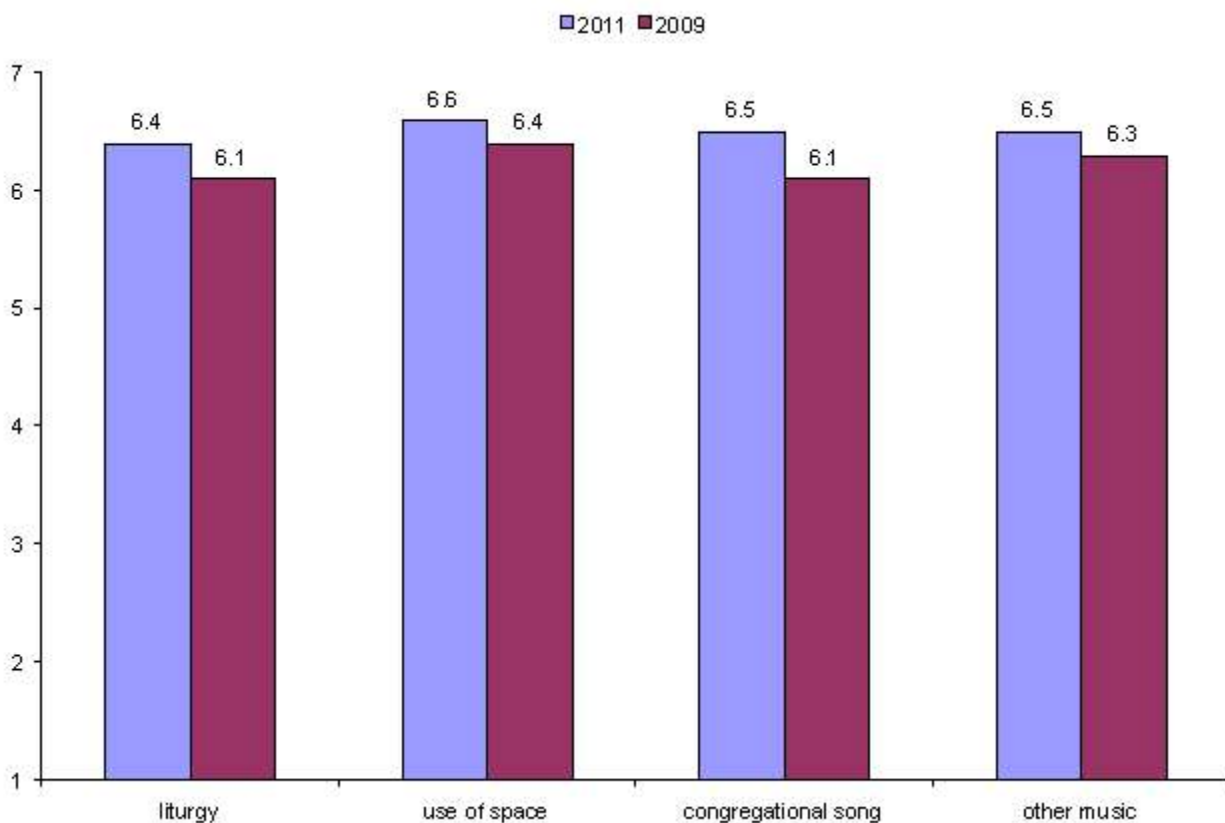


³Differences noted are significant at the 0.05 level

Worship

Worship services at the 2011 Churchwide Assembly were very well received by respondents. The majority of respondents considered the liturgy, use of space, congregational song, and other music “excellent”. In fact, each aspect improved significantly from ratings given in 2009 (see Figure 6).

Figure 6: Evaluation of Worship Services⁴



Relatively few respondents (13 percent) used the dedicated prayer space during the Assembly. Those who did use the space were asked how important it was to have this space available during the Assembly using a seven-point scale with “7” representing “very”: the mean rating was 4.6.

The majority of respondents (68 percent) thought it was “very important” to have daily service during the Assembly.

The majority of respondents (62 percent) who sang in the Assembly choir were “very satisfied” with their experience.

More than half of the respondents (54 percent) thought the worship leaders were “very effective”.

⁴Differences noted are significant at the 0.05 level

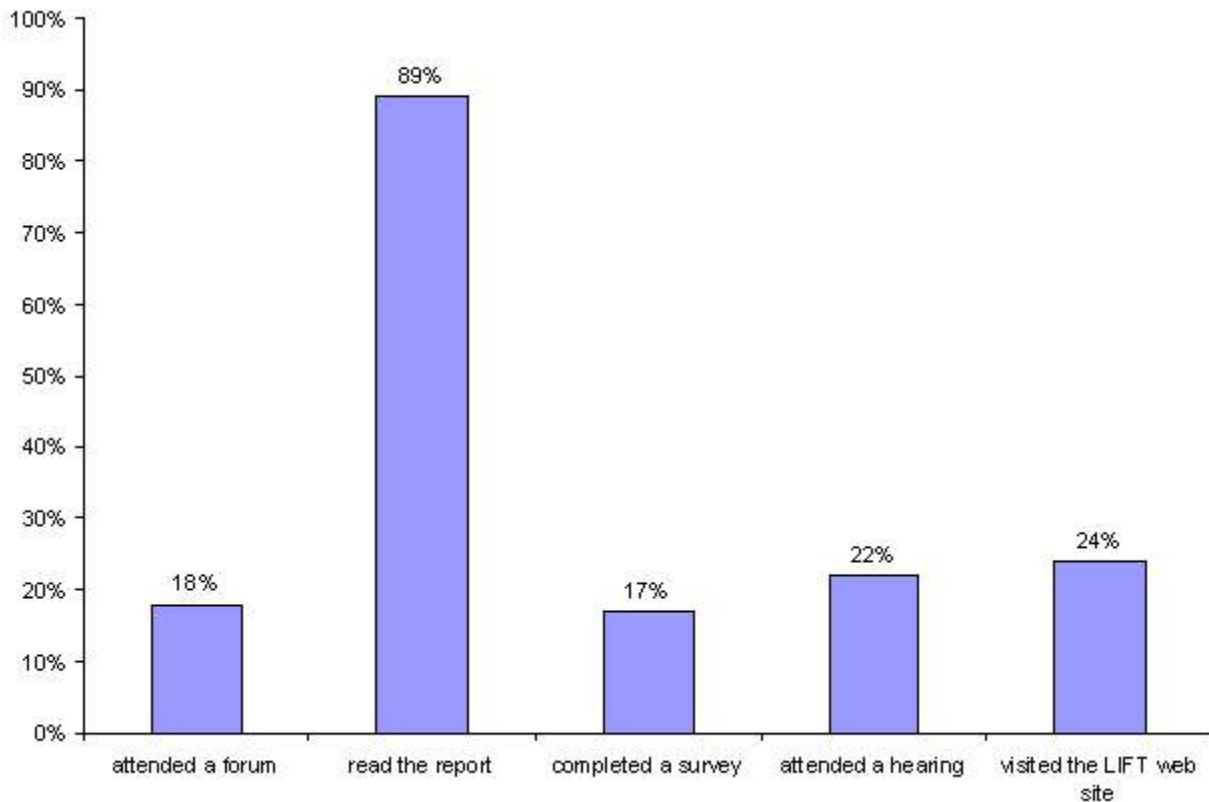
General Schedule and Logistics

Using a seven-point scale with “7” representing “excellent”, respondents were asked to rate the pace of the daily schedule, directions to meeting rooms, receptions, and other events, as well as the plenary meeting space. The plenary space was given the highest mean rating (6.2) while the pace of the daily schedule was given the lowest mean rating (5.2). The directions to meeting rooms, receptions and other events fell in between with a mean rating of 5.7.

LIFT

As Figure 7 indicates, the most common way (by far) respondents learned about LIFT was by reading the report.

Figure 7: Ways Respondents Learned about LIFT

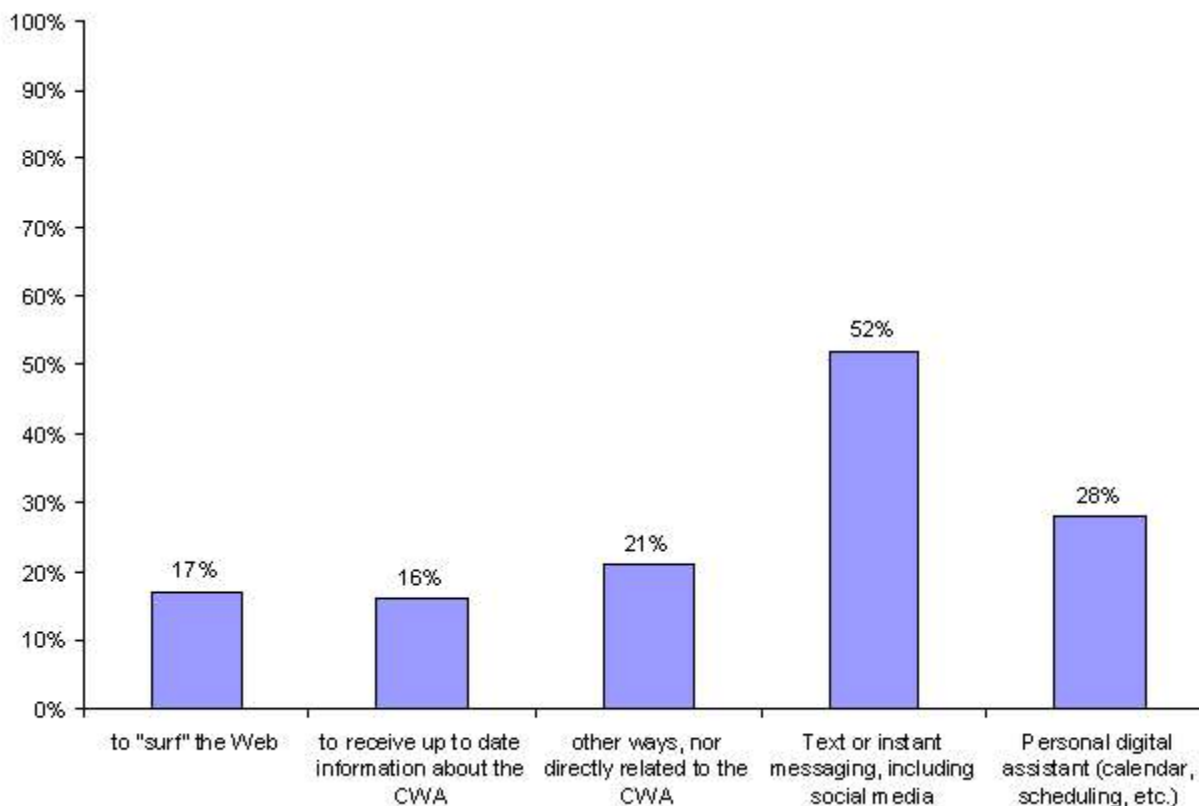


Technology

Seven percent of the respondents indicated they participated in the pilot paperless project. Sixty-six percent of the respondents wished their synods had been part of the pilot paperless project.

Electronic devices were used in a variety of ways by respondents: half used them to “text or instant message” others (52 percent), 28 percent used them as a personal digital assistant, and 21 percent used them in “other ways, not directly related to the Churchwide Assembly” (see Figure 8.)

Figure 8: How Electronic Devices were Used During the 2011 Churchwide Assembly



Respondents prefer text messaging to “tweeting” or using Facebook: more than half (56 percent) of respondents sent at least one text message during the Assembly while 29 percent of the respondents posted at least one Facebook status update. Ten percent sent at least one “tweet”.

A majority of respondents (78 percent) indicated they would be more likely to use an electronic version of the Pre-Assembly Reports (rather than paper) at future assemblies if iPads become available for use at future Assemblies.

Participants

More than 90 percent of the respondents participated in a small group Bible study at the Assembly.

It was the first time serving for more than two-thirds (68 percent) of respondents in 2011; in 2009 57 percent of the respondents were serving for the first time.

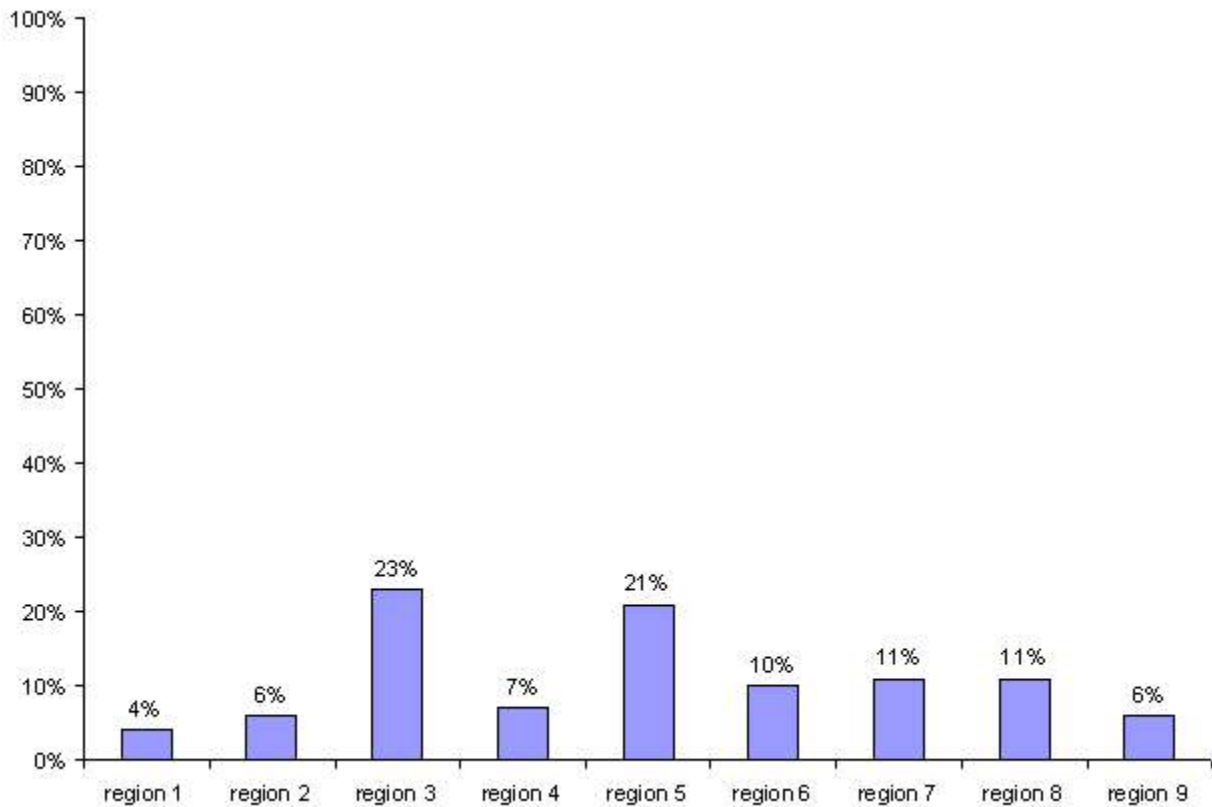
Lay members account for 58 percent of the respondents.

Nearly as many respondents were female (49 percent) as male (51 percent).

Nearly 60 percent of the respondents were born between 1940 and 1959 (58 percent).

Regions 3 and 5 account for 44 percent of the respondents (see Figure 9).

Figure 9: Distribution of Respondents by Region



Suggestions and Comments

Lastly, respondents were asked to recommend ways in which the Churchwide Assembly could be improved. Of the 381 comments coded, 18 percent suggested giving iPads to everyone, 12 percent contained some other suggestion, and 11 percent recommended getting Internet access in the plenary hall (see Table 2 for a complete list.)

Table 2: List of Suggestions for Improving the Churchwide Assembly

Topic	Percent
Provide iPads for everyone	18
Various unrelated comments (one response each)	12
Provide internet access in plenary hall	11
Have a less dense schedule	8
Comment about the convention center	7
Great assembly	5
Worship-related comment	5
Elections-related comment	5
Mission Encounter-related comment experience	4
Need more space in plenary hall	4
Bible study-related comment	3
Need better media integration	3
Good use of technology in hall	3
Need better communication around events	3
Need more power outlets in the hall	2
Let people bring their own computers, tablets, etc	2
Need better technical training	2
Ensure paper and electronic documents are titled and paginated the same	2
Need more activities for young adults	1
Need better accommodations or access	1
Need continued transparency	1

EVANGELICAL LUTHERAN CHURCH IN AMERICA
CHURCH COUNCIL
November 11-13, 2011
Exhibit Q, Part 1
Page 12

This page left intentionally blank

Summary of the Survey for the iPad Pilot Program at the 2011 Churchwide Assembly
Dann Taylor
Research and Evaluation
August 2011

A select number of ELCA synods and voting members were asked to participate in a pilot program during the 2011 Churchwide Assembly wherein conventional Assembly binders were replaced with iPads. Each participant was asked to give feedback about their experiences in the program through a brief survey. Of the 78 possible participants, 64 respondents completed a survey for a response rate of 82 percent.

The majority of respondents (52%) found the electronic binder was easier to use than the paper binder. Slightly fewer than half (45%) “agreed” or “strongly agreed” “it was easy to prepare for the Assembly ahead of time without use of the electronic binder”.

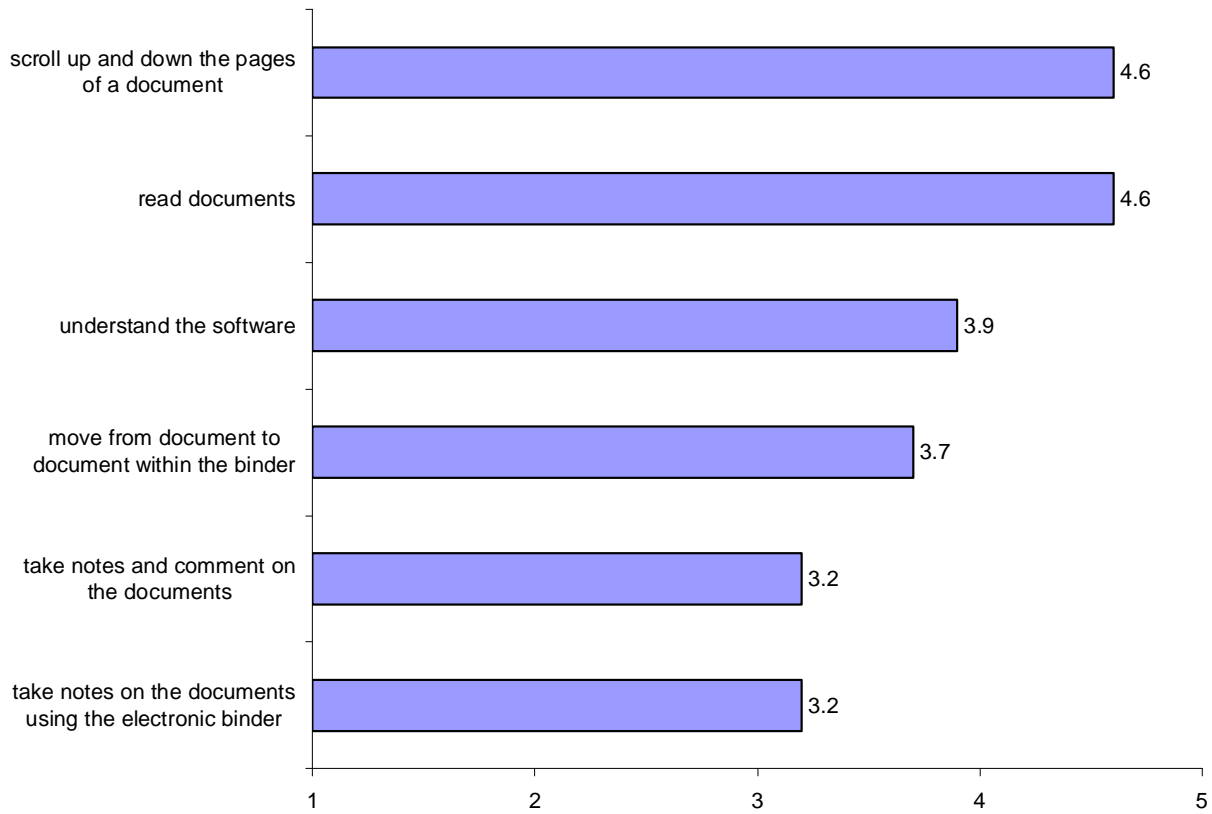
A majority of respondents, 74 percent, indicated they did not own a tablet computer; 21 percent indicated they owned a tablet computer and would have preferred it to the loaner they were given.

While many respondents found it very helpful to have the iPads loaded ahead of time with all the necessary documents (76%) as well as have access to the Web for document updates (79%), 13 percent of respondents found it very easy to download document updates while others were receiving paper handouts.

Respondents were given a five point scale with “5” representing “very easy” and asked to rate how easy it was to navigate through documents, read documents, and make comments on documents using the iPad. Respondents found it very easy to scroll within with the pages of a document (mean rating 4.6) and read documents (mean rating 4.6). Respondents found it less easy to move from document to document within the binder (mean rating 3.7) or takes notes on the documents using the electronic binder (mean rating 3.2) (See Figure 1). All of the respondents (100%) found the size of the screen acceptable for reading during the week.

Using a five point scale with “5” representing “very”, respondents were asked to rate how easy it was to understand the software and how easy it was to take notes and comment on the documents. Most respondents found it easy to understand the electronic binder software: the mean rating for understanding the software was 3.9. Taking notes and comments on the documents was not as easy for respondents: the mean rating was 3.2 (see Figure 1).

Figure 1: How easy was it to...



While the majority of respondents had issues with the electronic binder, 67 percent indicated issues were resolved within the hour.

No respondent encountered difficulties switching between the electronic binder and the electronic voting machine.

Most of the respondents (95%) found the registration and return process quick and efficient.

The majority of respondents thought the pre-Assembly training class prepared them to use the iPad: 65 percent indicated “4” or “5” on a scale with “5” representing “very”. Likewise, the majority of respondents (54%) thought the training prepared them to the use binder software.

There is strong agreement among respondents the program should continue: 93 percent of respondents “agree” or “strongly agree” with the statement, “I hope the ELCA continues to use this technology at future events”. Likewise, 91 percent of respondents “agree” or “strongly agree” with the statement, “I hope the ELCA makes this technology available to move voting members at future events”.

Lastly, respondents were given the opportunity to comment about the pilot program. The complete list of comments is available in the Appendix. What follows is a sampling of the responses.

- Love the e-binder and the saving of trees! Some things that would make it a better experience for me: 1. During the assembly, announcements for paper page should also include e-page as well as file name. I also think the file naming system was inconsistent and often difficult to find once downloaded. 2. Most helpful would have been to have the iPad at least a week ahead so that I could feel confident in operating the apple based system (vs pc based of which I am accustomed.) 3. Perhaps offer a similar option for personally owned iPads and pc laptops. 4. The two-column format was cumbersome to navigate.
- It took some time to adjust. Also hard to keep up with downloads as documents were entitled differently from the way to which speakers referred to them. Also, announcements of page numbers did not coincide with document titles and page numbers, which was confusing. I was ok, but received a lot of help from my neighbors.
- Bugs to work out, but it's the right direction to move. I know it's complicated, but given the struggle some of our folks had, it would be better to provide PDFs and let people use their own devices. Those without devices should use paper. If people aren't used to electronic devices it's too frustrating. Lots of people have laptops, pads or phones. As an avid iPhone user, I could have managed things on it more easily. Not providing Internet access is shortsighted. I had to use the iPad, the voting device and my personal device because I was blogging, tweeting and so forth. Fertile brainstorming is the future. Be not afraid. These things help the rest of the church feel part of the assembly.
- Please issue the iPads ahead of assembly time so users can mark documents and take notes.
- We need to make the Ipads available prior to the assembly.

To conclude, the pilot program seemed successful. Respondents found the iPad easy to use throughout the week, and many thought it was easier to use than the paper binders. Those who had issues generally had them resolved within an hour and most found the registration and return process quick and efficient. The majority of respondents agree the ELCA should continue to use this technology in the future and make it available to more voting members. The shortcomings of the pilot program seemed to revolve around the binder software and the ease in which respondents could use it to take notes and make comments on the documents. Additionally some did not find it easy to download documents while others received paper handouts. Differences in page numbers between the hard copies of documents and the electronic versions used by those in the pilot program were a concern as well.

Survey for iPad Pilot Program at the 2011 Churchwide Assembly Frequencies
Research and Evaluation
 August 2011
 N=64; percentages reported

1. Compared to the paper binder, how easy was it to use the electronic binder?

- 52% It was easier.
- 19% It was neither easier nor harder.
- 13% It was harder.
- 16% I've never used a paper binder.

2. Please state your level of agreement with the following statement: "It was easy to prepare for the Assembly ahead of time without use of the electronic binder."

- 10% Strongly Agree
- 35% Agree
- 13% Neither Agree or Disagree
- 31% Disagree
- 11% Strongly Disagree

3. Please indicate which of the following is true:

- 21% I own a tablet computer and would have preferred it to a loaner.
- 5% I own a tablet computer but preferred a loaner.
- 74% I do not own a tablet computer.

	1 - not at <u>all</u>	<u>2</u>	<u>3</u>	<u>4</u>	5 - <u>very</u>	<u>mean</u>
4a. How helpful was it to have the iPad loaded with all the necessary documents ahead of time?	2%	0%	5%	18%	76%	4.7
4b. How necessary was access to the Web site for document updates?	0%	2%	3%	16%	79%	4.7
5. How easy did you find downloading document updates while others received paper handouts?	3%	23%	35%	26%	13%	3.2

	1 - not at <u>all</u>	<u>2</u>	<u>3</u>	<u>4</u>	5 - <u>very</u>	<u>mean</u>
6. Using the iPad, how easy was it for you to...						
a. scroll up and down the pages of a document?	0%	0%	8%	21%	71%	4.6
b. move from document to document within the binder?	3%	6%	32%	36%	22%	3.7
c. read documents?	0%	0%	5%	33%	62%	4.6
d. take notes on the documents using the electronic binder?	13%	16%	24%	29%	18%	3.2

7. Was the size of the screen acceptable for reading all week?
 100% Yes
 0% No

	1 - not at <u>all</u>	<u>2</u>	<u>3</u>	<u>4</u>	5 - <u>very</u>	<u>mean</u>
8. Thinking about the electronic binder software, how easy was it for you to...						
a. understand the software?	0%	5%	30%	38%	27%	3.9
b. use for taking notes and commenting on the documents?	15%	16%	23%	24%	23%	3.2

9. Which of the following is true? (Check all that apply.)
 67% I had issues with the electronic binder and they were resolved within one hour.
 4% I had issues with the electronic binder and they were not resolved within one hour.
 29% I did not have issues with the electronic binder.

	<u>Yes</u>	<u>No</u>
10. Did you encounter any difficulties in switching between the use of the electronic binder and the electronic voting machine?	0%	100%

11. Do you find the registration and return process for the electronic binder quick and efficient?	95%	5%
--	-----	----

	1 - not at <u>all</u>	<u>2</u>	<u>3</u>	<u>4</u>	5 - <u>very</u>	<u>mean</u>
12. How well did the pre-Assembly training class prepare you to use...						
a. the iPad?	0%	9%	25%	42%	23%	3.8
b. the electronic binder software?	0%	13%	33%	33%	21%	3.6

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Dis-agree</u>	<u>Strongly Disagree</u>
13. State your level of agreement with the following statements: "I hope the ELCA...				
a. continues to use this technology at future events."	66%	27%	0%	8%
b. makes this technology available to more voting members at future events."	66%	25%	2%	8%

14. Please use the space below to make comments about the pilot program. (See Appendix for comments.)

Appendix

Question: 14. Please use the space below to make comments about the pilot program.

Response

I really slimed using the iPad but think that having it prior to the assembly would have a been better. I felt that there was not enough time for learning how to navigate throughout the iPad. For us who are somewhat computer saavy, it took a while to get the hang of it and I did notice that members who are not computer savvy did find it difficult to maneuver through it. Also training on how to email your notes back to oneself would have been helpful.

I am honored to be part of this pilot project and would encourage use of this technology in the future. Great idea!

I think we could get by with letting people use their own laptops if they have them and do away with paper copies. However we might have to phase it in. Some of the older people struggled.

It was difficult following the process. The documents on the pad is not the same as the paper version. Different titles, different pages...

Thank you for taking a chance. For a first try it was amazing. One suggestion: 1. Documents on tablet were broken into subsections which meant that the presiding bishops location announcements did not match our exact location. Ie: Bishop: "go to section 4 page 37". Our section containing page 37 was 4c Which meant we sometimes had to guess the sub section which delayed us in being with the room.

Love the e-binder and the saving of trees! Some things that would make it a better experience for me: 1. During the assembly, announcements for paper page should also include e-page as well as file name. I also think the file naming system was inconsistent and often difficult to find once downloaded. 2. Most helpful would have been to have the iPad at least a week ahead so that I could feel confident in operating the apple based system (vs pc based of which I am accustomed.) 3. Perhaps offer a similar option for personally owned iPads and pc laptops. 4. The two-column format was cumbersome to navigate.

I enjoyed being in a synod that was able to use the iPad. I would have appreciated having a little extra time to play with the ipad's features, specifically being able to tweet. I tried to tweet at various times, but found it challenging if not impossible.

It took some time to adjust. Also hard to keep up with downloads as documents were entitled differently from the way to which speakers referred to them. also, announcements of page numbers did not coincide with document titles and page numbers, which was confusing. I was ok, but received a lot of help from my neighbors.

Staff were exceptionally helpful. Others from my synod were very helpful. I wish I had learned how to "refresh" after downloads in the training. FYI, I had no prior experience with iPad.

Before coming to the assembly: 1) It was difficult to read the documents on my home computer because of the formatting in columns. It was necessary to scroll up and down up and Dow, etc. Documents should be formatted to fit a computer screen if IPads are not available prior to assembly 2) It took a couple of days to get the hang of navigating documents, understanding where to look for things and how to download updates. Binders should be distributed through synods two weeks before the assembly At the assembly: 1) We registered at 6 pm on Sunday but were unable to receive our binders---keep registration open longer! 2) Although dividing the pre-assembly report into "folders" in theory makes it more manageable, it was difficult to know which folders to open as the chair and speakers directed the assembly to pages. The electronic page numbers did not match the printed page numbers and there was no way to know at what page thud folders began and ended. If the next assembly is not exclusively electronic, the chair and speakers should reference the electronic folder name as well as section and page

It would have been helpful to have two docs open one time. perhaps it was possible but I didn't know how. It was a little too complicated to take notes ahead of the assembly and read them at the Assembly, and to take notes at the Assembly and get them home with me. I believe it was helpful that we all had the same tool and same software, so I am not sure exactly how that would all play out if everyone was paperless. Perhaps tech people know how that can play out or technology will be different between now and 2013

Good start, but only as a pilot project. You'll need to consider carefully (1) the organization of files AND FILE NAMES to ease finding and using multiple documents from different sections of the Assembly materials, (2) the automatic uploading and placement of new and updated documents into the appropriate subject folders -- this time, the "download" folder was the source of much confusion, and (3) more time to learn and practice the system before business gets under way. Personally, I will never purchase an iPad for my own use, but as the technological basis for a paperless Assembly, I feel it will work - although there will always be some voting members "behind the curve" (??). Be attentive in your planning to the diversity and variation of technical competence, even among younger members. And watch out for too much technical optimism!

If possible, it would be nice to receive iPad ahead of time in order to get useto it prior to the event. The wifi elca network gets confused with the wifi of the hotel then I have problems downloading documents.

Question: 14. Please use the space below to make comments about the pilot program.

Response

My only idea for improvement would be if we could have had them earlier so we could have taken our notes when we first read the information. I understand the difficulty and logistics why we could not receive them early, but it was useless being able to take my notes on the pdf's prior to the assembly if I could not then have them readily available, I asked the wireless binder people if I could, they told me that I could not. It would have also been nice to have the Internet open up until the times the plenary sessions opened and also following. Further, I would have enjoyed knowing when the updated materials would have been made available instead of frantically trying to find and open them on the update site while they were being discussed. Other than those items I absolutely loved using the I-pads and have decided that both my wife and I need one each; I hope that in the future we can then use our own tablets, regardless of their operating systems, for assemblies.

Would have been nice to have wifi use in the plenary hall for social media updates about the assembly. It was only available for app updates and the elca websites. I also wonder if this process continues how will it be funded. Perhaps it might be cheaper to use tablets other iPad that might be cheaper

Bugs to work out, but it's the right direction to move. I know it's complicated, but given the struggle some of our folks had, it would be better to provide PDFs and let people use their own devices. Those without devices should use paper. If people aren't used to electronic devices it's too frustrating. Lots of people have laptops, pads or phones. As an avid iPhone user, I could have managed things on it more easily. Not providing Internet access is shortsighted. I had to use the iPad, the voting device and my personal device because I was blogging, tweeting and so forth. Fertile brainstorming is the future. Be not afraid. These things help the rest of the church feel part of the assembly.

Still some things to work out....difficult because direction was given for the paper binder and not electronic version by chair ... Would have liked the iPad earlier with a webinar to teach me ... Also I wondered if we could use our own electronic devices (I am not an Apple person).... Did find it fun and rather easy to understand... Think two years will make a difference in people's ability to understand it all better

On many occasions, the speaker, when referring to a document, referred only to the paper copy paging and some of our documents were listed differently in our library. Downloads were sometimes there and sometimes not, However, there was always someone available to assist. The biggest downside to me is not having hard copy of some vital documents that I would like to have with me. While I know I can email them to myself, that is often inconvenient and cumbersome. I also miss the ease and convenience of not being able to make more notes, outcomes on votes, etc, without having to email them to myself. I totally agree that this is the wave of the future for the assemblies and I am confident the problems with it now can easily be overcome. Would you ever consider allowing voting members to bring their own laptop that could easily download all documents? This could create a more user friendly environment for those not used to the current product. Overall, a great experience.

I very much enjoyed being a part of this pilot project. However, it would have been helpful to have the iPad further in advance to learn how to navigate my way around using a new technology. Also, there needs to be a better way of referencing and/or naming the new downloaded documents so that navigation is easier. I often found myself searching for documents referred to by the chair long after debate began, wasting valuable time just trying to figure out where we were.

I was thrilled to be part of the paperless binder program! I have no idea how I would've lugged the large paper binder here on the plane. I liked having a loaner tablet for the sole reason of having two iPads to use at once. I tweeted on my personal one. I would like it if somehow we could get the app while still at home to be better prepared. This was a super program and I'm so very happy that the ELCA was proactive in piloting this program & I hope it continues into the future. Thank you for the opportunity.

Overall, I really appreciated bring a part of the pilot program. The biggest issue that I had was not having the updated documents and reports at the correct time. It was often necessary to refresh, and often that reset the wi-fi connection to the I-bahn system rather than the ELCA binder. This meant taking extra time to get to where I was supposed to be, and in that time, I was unable to pay attention to what was going on in the session. It also would have been helpful to give Bishop Hanson the name of the document given on the I-Pad so that as he was naming the document on paper, he could also name the document we had on the I-Pad to make things less confusing. All of this, I am sure, will be resolved with time and use of instruments like this. Again, I think this was a wonderful experience, and I really appreciate having been a part of this project.

Please issue the I pads ahead of assembly time so users can mark documents and take notes.

We need to make the I pads available prior to the assembly.

Question: 14. Please use the space below to make comments about the pilot program.

Response

The document numbers need to be more clearly identified by the speakers, ex.. Section IV page 37 I document 04d... Or the page numbers need to be available with the document name, ex... 04d pages 28-96. with Internet connections not available in the rooms, we were not able to update any documents after the plenary session. It would have helped in being more prepared for the sessions in the morning. I really enjoyed being a Part of this pilot program. Thank you for this opportunity.

Please, provide page numbers as part of the name of the PDF file!!

The labeling process was hard to use, the documents were not labeled with page numbers which was how we were asked to find documents. It was frustrating that we needed to reboot the the entire binder program in order to find new downloads. Also the proess of downloading was very slow when there were alot of people downloading. I was VERY happy to not have the paper binder. I think this is a good program and hope the elca continues to explore it and perfect it. Thank you the opportunity to care for our environment and use this fun tool!!

If the updates could be made available at the beginning of the sessions it would be much nicer. Also the language used to direct us to the section where information could be found is helpful for people with paper, but there was not enough specificity to easily find documents on the iPad often times due to the subsections we had and were not in the binder. I think it could be helpful to invite some of the pilot members back to next CWA to assist voting members if this program goes forward.

Chair would tell us section 4, page 38, but we had to determine which PDF document that was in. The title on the update website, and in the index should match and they should include the page numbers. If everyone has an iPad, chair will need to reference PDF document names. Use of an iPad with an USB, so that we can port home any notes rather than e-mail, would be preferable.

I could have used more training, perhaps more trainers with smaller groups. I am not very electronic or cyber space savvy. Yet i managed fairly well leading me to think this holds much promise foe broader use at the assembly. I strongly encourage expansion of this program.

Should be optional, and allow use of self owned devices to include laptops.

It might be easier to push the updates to the ipads than downloading them. if the iPads were delivered prior to the assembly it would be easier to become more familiar with it. Another possible method for e-binders would be to use something Like Citrix and allow the assembly members use their own electronic devices.

Problems: 1. Names on the download page did not always match the file names, which made it hard to find the necessary documents. 2. Sometimes the links were wrong. 3. Sometimes they weren't there in time. 4. The refresh process was complicated until the refresh button was provided. 5. It would be helpful to not have access to the Internet locked down. I had intended to send twitter messages to my congregation, but without 3G access I could not. Voting members should be trusted to be attentive and also use all technology tools also appropriate.

Thank you for giving our synod the privets of being a pilot in this project!!

I think technology is the way to go. I very much like having the ability to see everything quickly I hope this technology will be available for everyone for the next assembly. I can not say enough about this technology and resource. I hope this will be available again.

I feel te most difficult part of having anipod is that we didn't always get the electronic forms and updates at the same time as those with paper binders. It was hard to be prepared when we didn't know something was available until it was already needed and others already had it. It would have been helpful to get an update to each bishop when a download is available so they could pass on the message and we would have adequate time to read and prepapre the update. Also, the labeling wasn't helpful always. Bp. Hanson referred to page numbers in certain sections which wasn't always helpful for us to be on the same pages others. I believe these are problems in communication that could be easily fixed. I hope this pilot project is one that will be used by all at the next churchwide.

Question: 14. Please use the space below to make comments about the pilot program.

Response

IPad Evaluation A Fun toy, far superior to a note book, but updates are a major distracting pain that I have been unsuccessful in downloading on Tuesday... Very aggravating Far too many documents to sort though and keep track of what is where... I am ready to turn it off and reduce my frustration/stress level Not having the iPad ahead of the assembly was a pain in dealing with all the documents.... Reading on line but without annotation made the exercise problematic Not having the iPad AFTER the assembly will be a pain in regard to reporting to my congregation and other synod congregations? Chances are good that I will be killing trees once I get home so I can make a good report And be able to answer questions Excellent tech support for the pilot... How in the world could this be accomplished with the masses? To my feeble mind, breaking out the pre-assembly material on the I-Pad is too much too sort through and keep track of what is being discussed and flipped through... Thursday morning... For the first time this week I was able to actually find and open the document being discussed on the floor It would be nice to have the means of getting the documents and notes off our the iPads without clogging up an email account? Perhaps using a tablet with ordinary USB flash drive capability instead of the proprietary Apple product would have allowed us to use the gift from the Lutheran Women to save our work with minimal hassle? Friday Morning Complications between all the reports and finding THE one we are dealing with... All in all, I certainly prefer an electronic binder over paper. I suspect that many of my issues would be easily overcome with more training/practice. I also suspect that in the not too distant future the majority of voting members will have their own device. I certainly encourage the group to use our pilot experience to facilitate increased electronic devices in the future over killing too many trees.

While we did have some problems with getting new updates, if the whole assembly were on this program that problem would not exist.

The ELCA must move to the paperless.

The biggest problem was that references from the Dias to documents left me at loss as to wear to turn

This is Bp. Dave Brauer-Rieke from Oregon. Thank you for letting me bully my way into this experiment! Since I did not prepare for the assembly in a paperless way or have internet access during the assembly some of these questions to not apply to me. I was able, for the most part, to stay current with information through updates during breaks. I have two sorts of thoughts: 1) For the most part the file naming system was effective. However, I would add to the file names page numbers as found in the paper binders if they continue to be used together. Since references from the chair were generally to page numbers I sometimes had to open more than one document to find were we were, or check with a paper neighbor. Also, page numbers on the actual page and using the "search for page#" function were sometimes not coordinated as a document may have started on page # 39 or the like. These are both issues of using paperless and paper side by side. Not surprisingly the "paper bias" still showed. 2) As you well know, there is no way you will be able to go paperless and keep people from surfing the web or doing email during sessions. This already happens with mobile access and allowing laptops on the floor. That's fine, it's just reality. I think the best solution is simply to request respect and attention. I'm assuming the loaner iPads had email and Safari disabled. It doesn't matter. Any Voting member under 35 would easily know how to work around that. Once you get to "appsupdate" you're in. I know you know this and I suppose crippled iPads as loaners. We just need to be honest about the tradeoffs. Thanks! Bishop Dave

a) the names of the documents didn't match up with instructions from podium --"Section IV, page 39". Names of sub-documents should merely have been the page numbers included. b) I need a keyboard and mouse. Using my own laptop would have been preferable.

The training didn't work for me because of the loudness of the room. I am hearing impaired and really couldn't quickly follow the instructor's comments. I think this would have worked better in one of the meeting rooms where there was nothing else going on, or she should have been mic-ed. I like the ipad and think it really is a good technology for the space and for the purposes of the conference.

Main issue was ipad documnets and paper documents were name differently, it was hard to follow some of the discussion on amendments.

The voting member needs to have the iPad before getting to the Assembly so they can make notes and prepare for the Assembly. Otherwise they will have to print out the pre-assembly material anyway and make notes and then transfer those notes and mark-ups to the iPad when they arrive. There is not enough time to get that done when you have to first learn how to use it and the start of the Assembly to update notes. If you have to print materials out at home then some of the paper savings is defeated. To me the iPad instruction and review of the materials needs to happen at the Synod level before leaving to attend the Assembly. Also updates need to be punctual during the Assembly. They were not always available for download first thing in the morning.

The crucial issue is access to the electronic binder and info at least 2 weeks ahead of the assembly.

Question: 14. Please use the space below to make comments about the pilot program.

Response

I liked the Electric Binder, but I would of most definitely liked to see it available in the App store (for free) so that I could of looked at it ahead of time and been able to mess with the program on the way to the assmebly/before the assembly. On my families IPad. Also, being a young adult at the assembly I felt more knowledge able about the technology then some of my other synod members.

I believe it is the way to go - but I did have trouble navigating thru it - but that's me. As the saying goes, it's harder teaching old dogs new tricks.

Not as intuitive as I had hoped. The device is very talented, so much so that I was learning new things all week. If availability becomes more widespread, individual assistance will also need to be widespread.

Was good in getting information and documents on the web site. Need more assistance for new older participants in using IPADS. Had the good fortune to be seated next to a younger person who was much more literate than me.

I had 3 main problems with use of the electronic binder: 1. I had trouble keeping up with the moves from item to item as I tried to follow the changing agenda. A good part of the problem I'm sure was my unfamiliarity with the unit. 2. Sometimes it seemed that the section and page numbering of the paper documents referred to by the leaders did not agree with the section and page numbering of the electronic documents. This seemed especially true with the subsection heading, e.g. electronic Section IVa, IVb, IVf, etc. vs Leader Section IV and Title of subsection. I'm sure that would go away if all were using the same equipment. 3. I had a real problem with downloading the updates and getting located with the appropriate section in the body of the document. I was rarely able to keep up. Overall however, I liked the use of the tablet even though I hadn't used one before. I use an iMac at home, to that probably helped.

It would have been very helpful to have the ipad ahead of time to get used to it's functioning before trying to follow in the assembly. I wasn't really comfortable with the ipad until later in the week, finding myself lost several times on Monday and Tuesday. I really appreciated using the ipad instead of having to carry around the large binder and would like to see this used in the future. Thank you for the opportunity.

We are going in the right direction. I am illiterate when it comes to technology, but appreciated being part of this. Two issues for me and for my synod (SE MN)...1) Not having the ipad before the assembly meant reading materials in other mode...and having to transfer notes, etc. It would be much more efficient if ipads were made available before the assembly. 2)I appreciated the orientation...but went twice...and still did not have a handle on it all. The most challenging was the highlighting, note taking features...I ended up writing my own notes on paper. For the most part we were able to follow along...the tech people were always available and willing to help...but I wonder when 65 synods have needs, not just 5. The other petty issue is that I was always carrying my bag around, afraid to leave the ipad in the hall even during lunch. "Paper" people did not have that concern.

It would have been wonderful to have the ipad a month before to write notes etc. I feel I would have been much better prepared. All in all it was a wonderful experience. I felt the tech staff were readily available and of great help. I am not one of the more gifted in knowing how to use the new technologies and I found it quite easy to use and came away with a good feeling about it. For the next training; be sure to cover how to email copies home, so that at the last minutes of the assembly we are not rushing to do that. Thanks for trying this and making it a wonderful first time.