

# BEST PRACTICES

## For ELCA Campus Ministry

### PERSONNEL POLICIES

#### INTRODUCTION

*“Campus Ministry Agencies (CMAs) or Area Campus Ministry Agencies (ACMAs) employing Campus Pastors or Ministers are responsible for selecting and supervising the Campus Pastors and ministers they employ; deciding whether to retain or terminate a Campus Pastor or Minister; and deciding the terms and conditions of employment, including, but not limited to, the Campus Pastor’s or Minister’s duties, compensation, benefits, and leave. Additionally, ACMAs and CMAs have an ecclesiastical obligation to consult with the Churchwide Campus Ministry Team (CCMT) and the synod before deciding to employ (and in the case of a congregationally based CMA, call) a Campus Pastor or Minister.”<sup>1</sup>*

Good personnel policies are an extension of the ministry of the church as they seek to provide for the care and nurture of campus ministry staff and those whom they serve. Such policies also contain expectations about staff behavior and accountability. They speak the language of both law and gospel. They are the vehicle by which a CMA or ACMA structures a supportive and just relationship with the Campus Pastor or Minister, and provide for effective ministry on campus.

In the Evangelical Lutheran Church in America, Campus Pastors and Ministers are not employees of the churchwide or synodical expressions of the church. They are, instead, employees of the CMA, ACMA or congregation that elects them. Therefore, personnel policies of the ELCA churchwide organization do not apply to Campus Pastor and Ministers. Instead, CMAs, ACMAs and congregations are charged with the responsibility of developing their own personnel policies to assist them in the supervision and support of their employees.

The present document is intended to be a resource to boards, directing committees or local councils of CMAs and ACMAs as they develop personnel guidelines for their agency. The following serves as a series of *guidelines only*, pertaining to the election and employment of Campus Pastors or Ministers. These guidelines lift up issues that need to be addressed by the agency as employer, and suggest ways to address these issues. They are **not** to be construed in any way as the official personnel policy of ELCA Campus Ministry.

The election, employment and supervision of Campus Pastors or Ministers involves decisions by the board in at least the following areas which are discussed below:<sup>2</sup>

- Mutual Ministry and Personnel Committees
- Job Description
- Definition of compensation
- Definition of benefits
- Vacation and leave time
- Continuing professional education and sabbatical
- Evaluation
- Background Checks
- Termination and separation
- Moving Expenses

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<sup>1</sup> Policies and Procedures for Campus Ministry, XI, E

<sup>2</sup> The procedures governing the election and call of Campus Pastors and Ministers are outlined in Section XI of *Policies and Procedures for Campus Ministry*.

The Office of the Secretary of the ELCA has posted several helpful worksheets on the ELCA web site <[www.elca.org/os/guidelines.html](http://www.elca.org/os/guidelines.html)> These guidelines serve as suggestions only. They cover matters such as: *Definition of Compensation, Benefits, and Responsibilities of the Pastor* and *Definition of Compensation, Benefits, and Responsibilities for Associate in Ministry, Deaconess, or Diaconal Minister Under Call*.

A new resource, *Our Staff*, though intended primarily for congregations, provides a good overview of personnel issues for religious organizations. It can be downloaded from <[www.augsburgfortress.org/CLS](http://www.augsburgfortress.org/CLS)>

## MUTUAL MINISTRY AND PERSONNEL COMMITTEES

A significant sub-committee of the board should be the **Mutual Ministry Committee**. The ELCA Model Constitution for Congregations calls for such a committee. The primary function of the Mutual Ministry Committee is to assist in role clarification and be intentional in providing for appointed times during which the staff member(s) can share and discuss professional and personal matters. It is recommended that as such, a member of the board chair the Committee, although other members need not be serving on the board currently. The suggested minimum number of members for a Mutual Ministry Committee is three. One of the members may be a person chosen by the professional staff person. In an atmosphere of trust and confidentiality, the Mutual Ministry Committee can gather information from the Campus Pastor or Minister regarding specific needs and concerns and make appropriate recommendations to the board. The Committee may also inform the Campus Pastor or Minister of needs and concerns of the board.

It is also recommended that there be a separate **Personnel Committee**. A Personnel Committee is the primary steward of the personnel policies of the CMA or ACMA. The Personnel Committee should provide for an annual review based on clearly stated goals and expectations of the staff. This Committee makes recommendations regarding compensation, housing, benefits, working conditions, and goals for the coming year. Again, at least one of the members of the Committee should be a current member of the board. It is important that they be a committee separate from the Mutual Ministry Committee, because they are in a position to impact decisions relative to the staff person. The employer/employee relationship designates responsibility for supervision of the employee to the employer. A helpful document entitled *Mutual Ministry Committee* can be downloaded from: <[www.elca.org/dm/mutualministry/index.html](http://www.elca.org/dm/mutualministry/index.html)>

## JOB DESCRIPTION

A well-written Job Description serves as a concise statement of the employing board's expectations of the Campus Pastor or Minister, and an important guide in giving direction to the Campus Pastor's or Minister's ministry. While not a mission or vision statement *per se*, by naming the ministry tasks that the board wishes to assign to the Campus Pastor or Minister, the Job Description in effect articulates the priorities of a CMA. The Job Description also serves as a document by which the performance of the Campus Pastor or Minister can be evaluated fairly. Since it defines the lines of accountability, the Job Description helps the CMA avoid unnecessary and fruitless misunderstanding about respective roles.

A good job description, essentially, includes the title of the position, a statement encapsulating the position's purpose, a list of specific tasks and responsibilities, indication as to whether this is a full or part-time position (and if part time, the number of expected hours per week), a description of the lines of accountability, and essential functions that the person who holds the position must do. A sample Job Description for a Campus Pastor or Minister can be found in *Appendix A* of this document.

## COMPENSATION

As outlined in the ELCA Letter of Call, compensation includes salary, housing (when applicable), and related benefits and considerations. In most cases, the synod in which the Campus Pastor or Minister is rostered will have developed Compensation Guidelines for rostered ordained and unordained in their synod. Section IX, C, 12 of the *Policies and Procedures for Campus Ministry* states that “CMA must endeavor to pay its staff consistent with the guidelines adopted by the synod(s) which financially support the ministry of the CMA.” It is for that reason the starting point for a board in defining fair and adequate compensation for a Campus Pastor or Minister is to request a copy of the Compensation Guidelines of the appropriate synod(s). Most synods also provide helpful worksheets to aid the Mutual Ministry Committee and board in defining compensation.

Consideration needs to be given to the following:

- **Salary:** Most compensation guidelines provided by synods base the minimum figure for salary on the number of years since ordination (pastors) or consecration (AIM, deaconess or diaconal minister). The local CMA, ACMA or congregation has the responsibility to determine the salary based on the unique demands and circumstances of the ministry site and the proficiency of the Campus Pastor or Minister. The cost of living in the local community should also be considered.
- **Housing Allowance (no parsonage):** Section 107 of the Internal Revenue Code, recently amended, effectively reinstates the fair market value limitation for ordained clergy who claim housing allowance. This act defines “fair rental value” as “value of the home, including furnishings and appurtenances such as garage, plus the cost of utilities.”

The amount of housing allowance that can be deducted from taxable income is always the lesser of:

1. the amount, officially designated in advance, as “housing allowance” by the pastor’s congregation or church organization; or
2. the amount spent for primary residence (down payment, mortgage principal and interest, utilities, taxes, insurance, furnishings, maintenance, etc); or
3. fair rental value of the pastor’s home, including furnishings and cost of utilities (owned or rented).

The IRS requires official action of record to be taken by the board prior to January 1 of each year, or for a mid-year start, prior to the start of employment, to designate the exact amount of compensation allocated to housing allowance.

Loans made by the CMA or ACMA to the Campus Pastor or Minister for home purchase are strongly discouraged.

- **Housing Allowance (parsonage provided):** Typically, when a parsonage is provided, the CMA or ACMA pays utilities on the space. If the CMA or ACMA does not pay utilities, compensation typically needs to include funds for these items, as well as a furnishings allowance.
- **Social Security Allowance:** The IRS mandates that employers pay 50% of the Social Security and Medicare Tax of lay employees (50% of 15.3%). Ordained employees must pay 100% of comparable taxes. Synods may recommend that the CMA or ACMA pay 50% of the Social Security and Medicare Tax of its ordained employees. The allowance should be calculated on the total compensation (salary and housing). This allowance is taxable as it is paid to the clergy person and reported on the W-2 forms.

- **Compensation Increases:** Most synods pass annual guidelines for compensation, which includes consideration of years of experience and an appropriate increase considering cost of living. Boards are encouraged to consider an increase when it is determined that excellent professional leadership and years of experience need to be recognized and rewarded.

A CMA or ACMA may choose to consider other creative ways to compensate professional staff. One way may be to allow the staff to participate in a flexible spending account to cover such things as childcare or unreimbursed medical expenses. See [http://www.elcabop.org/resources\\_tools/administrators/fsa.asp](http://www.elcabop.org/resources_tools/administrators/fsa.asp)

## BENEFITS

CMAs and ACMAs provide pension, health and other benefits according to agreements made at the time of electing a Campus Pastor or Minister. A CMA or ACMA may become a “Participating Employer” and sponsor any of its “Eligible Employees” as a “Sponsored Member” in the ELCA Pension and Other Benefits Plan. To do so, the Campus Pastor or Minister must be enrolled as a member in each of the following plans, which together comprise the ELCA Pension and Other Benefits Plan:

- Regular Pension Plan
- ELCA Medical and Dental Benefits Plan
- ELCA Disability Benefits Plan
- ELCA Survivor Benefits Plan

Guidelines no. 1-4 below are descriptive of the policies of the ELCA Board of Pensions. They provide a helpful web site at: <[www.elcabop.org/benefits\\_plans/index.asp](http://www.elcabop.org/benefits_plans/index.asp)> Their phone number is 800-352-2876.

1. **Pension:** CMAs and ACMAs participating in the ELCA plan contribute 10%-12% of defined compensation (salary and housing) to the pension account. Check with synod and ELCA Board of Pensions for guidelines. Additional salary reductive contributions by the pastor are possible to the limit of the tax laws.
2. **Medical and dental benefits:** Contributions for the Medical and Dental Benefits Plan are a percentage of defined compensation set annually by the ELCA Board of Pensions. In 2003, the percentages range from 10.5% for the member only, to 18.3% for member and spouse or member and children, to 26.2% for member, spouse and children. These percentages change from year to year and vary from synod to synod.

Sponsored members and/or their spouses and children who are eligible for medical and dental benefits through a spouse’s employer may waive ELCA Medical and Dental Plan coverage and still continue to participate in the ELCA Regular pension Plan.

3. **Disability:** The ELCA Disability Benefits Plan may provide up to 66.67% of defined compensation and make contributions to the Campus Pastor’s or Minister’s medical, dental and pension plans in the case of approved total disability, and a pro-rated sum in the case of partial disability. However, ELCA Disability Benefits do not commence until the third month of an approved disability. It is suggested that during the first two months of disability the CMA or ACMA continue to pay full-defined compensation, Social Security tax allowance, and make regular contributions to the Campus Pastor’s or Minister’s medical, dental and pension plans.
4. **Survivor:** The ELCA Survivor Benefits Plan provides for a lump-sum life insurance program. Coverage is based on defined compensation and age factor. For information about additional survivor benefits, check with the ELCA Board of Pensions or their Web site at [www.elcabop.org/benefit\\_plans/survivor](http://www.elcabop.org/benefit_plans/survivor)

**Professional Expenses:** Reimbursement for actual miles driven, tolls and parking fees paid and incidental purchases made in the course of conducting ministry is the standard arrangement. The current IRS rate may be used as a guideline for mileage reimbursement. Accounting is required for all reimbursed expenses. The use of a flat allowance for professional expenses is not recommended since this would have to be included in the Campus Pastor's or Minister's taxable income. The CMA should enter into a written agreement setting up an accountable reimbursement plan. The CMA may choose to provide a set amount for reimbursable expenses each year. See <http://www.elca.org/ot/congregations/expense.html>

## VACATION AND LEAVE TIME

- 1. Vacation:** The standard is four weeks' vacation, including four Sundays, per year. Vacation time may be figured on the basis of days accrued instead of weeks. (For example, 1.67 days per month equals four weeks or twenty days per year). Campus Pastors or Ministers should consider taking their vacation time during breaks in the academic year. CMAs and ACMAs may choose to consider granting an extra week of paid vacation based on the length of time of service in the ministry. Typically, up to ten days' unused vacation time may be carried over into the following year. The CMA or ACMA should establish a protocol for approval of vacation time.
- 2. Time Off:** One day off per week is the standard practice in church settings. Work done over the weekend and in the evening should be factored into considerations for time off. (For example, time off could be figured using a "21 block" system, which divides the week into seven days of three blocks each, with the staff person expected to work a certain number of these blocks, however arranged).
- 3. Personal days:** If personal days are granted, the typical rate is two per year. Normally, they are not to be carried over from year to year, nor can they be bought out when employment is ended.
- 4. Parenting Leave:** For new mothers or fathers, a parenting leave plan may include at least six weeks with full-defined compensation. The number of weeks before and after the birth of a child or adoption should be negotiated and specified in advance. It is suggested that parenting leave be taken in a block of time.
- 5. Sick Leave:** Normally, synods allow one "sick day" per month for minor or routine illness. Sick days may accrue from year to year up to forty-five days. Unused sick leave should not be interpreted as a paid benefit accruing to the employee or earned time away from official duties. The CMA or ACMA should develop a protocol for recording sick leave. For unusual circumstances, the CMA may look to the ELCA Call Document that grants sick leave for significant illness up to eight weeks per year with full salary and benefits.
- 6. Emergency Leave:** The CMA or ACMA may develop a policy, similar to The Family and Medical Leave Act, which determines that eligible employees are entitled to twelve work weeks of unpaid leave during any twelve month period in the event of an illness in the immediate family (spouse, children, parents, sibling, grandparent, grandchildren, mother-in-law, father-in-law or legal guardian) that requires the staff member's presence. Any such policy should require written substantiation of the illness and a protocol for requesting and being granted leave.
- 7. Compassionate Leave:** In the event of a death in the immediate family, an employee is normally allowed three days, with pay, to attend the funeral and deal with family affairs.
- 8. Leave Without Pay:** Leave without pay may be granted to an employee for personal reasons, after due consideration has been given to managing the work requirements in the employee's absence. It is generally granted for a period of up to three months. While service credits and other benefits do

not accrue during leave without pay, the employee may assume responsibility for payment of premiums to maintain continued medical and dental insurance coverage.

9. **Holidays:** Time away from campus ministry duties should be made available for the observance of recognized holidays. Holiday leave time should be part of the board protocol for time away. Holidays should be stipulated.
10. **Teaching or Consulting Leave:** Campus Pastor or Ministers often have advanced degrees or have developed expertise in particular academic disciplines that qualify them to teach as adjunct faculty or serve the church or society in a consulting capacity. Both are circumstances that can enhance the ministry of a CMA or ACMA. If teaching is assessed to enhance the ministry, then typically, teaching should be limited to one course per academic semester, and consulting to ten days per year unless special arrangements are made with the board. The board should address remuneration for such services.
11. **Campus Ministry Conferences:** ELCA Campus Pastors and Ministers form an informal but important collegium of ministry professionals. The Churchwide Campus Ministry Team (CCMT) provides for one national and one regional campus ministry conference annually to which Campus Pastors and Ministers are invited and encouraged to attend and participate. Adequate time with pay should be allowed for such participation, and funds provided to cover conference related expenses. Participation in these conferences should be considered as work-related.
12. **Synod Assemblies/Convocations:** Rostered professional leaders in the ELCA are mandated to attend the annual assembly of their synod. Funds should be allocated in the budget of the CMA or ACMA for the Campus Pastor's or Minister's registration, lodging, meals, and travel expenses to the synod assembly. Funds ought also be provided to allow the Campus Pastor or Minister to participate in the bishop's annual convocation for rostered leaders, which are held in most synods.
13. **Synod and Churchwide Service:** Campus Pastors and Ministers are often invited to exercise their gifts in service to the synodical and churchwide expressions of the ELCA. Campus pastors and ministers should be allowed reasonable time to dedicate to such service.
14. **Jury Duty:** A Campus Pastor or Minister selected to serve on a jury is entitled to full pay during the period of such service. However, fees paid to him or her for serving on the jury should be given to the employing agency.
15. **Military Service Leave:** Employees may receive time off to participate in active military service. However, if the time goes beyond two weeks, compensation should be adjusted by the agency.
16. **Workers' Compensation:** As required by state law, the employing agency provides Workers' Compensation Insurance coverage for all employees at no cost to the employee.

## **CONTINUING EDUCATION AND SABBATICAL**

1. **Continuing Education:** Continuing education should be considered essential to the growth and learning of professional staff. Typically, two weeks, including Sundays, are allocated for continuing education each year. An annual allowance for continuing education should be set aside in the budget, with the possibility of the employee adding an additional amount. Check synod guidelines for recommended amounts. Generally synods are allowing accumulation of continuing education funds for up to three years. Upon return, the Campus Pastor or Minister should be expected to give a report to the board of the value of the continuing education experience. A Campus Pastor or Minister who moves from one campus ministry location to another may transfer his or her

accumulated education funds to the new location. This may apply to a move to a congregation setting if that congregation serves the mission of campus ministry.

A campus pastor or minister should receive permission from the employing agency prior to enrolling in a degree program. When appropriate, continuing education funds may be used for this purpose. The agency may request periodic reports as the staff person moves through the educational process.

2. **Book/Periodical Allowance:** Professional staff members will need to keep in touch with current theological and cultural issues. An allowance for books and other publications provides valuable resources. Check with synod guidelines for information about suggested amounts.
3. **Sabbatical Leave:** The need for and value of sabbatical leave for the Campus Pastor or Minister is self-evident to people in academic environments. Most synods recommend a sabbatical leave, or extended study leave, with full pay and benefits, of up to three months after the completion of seven years' service in the same ministry site. However, several synods are moving towards a more liberal policy of allowing a three-month sabbatical after every seven years' service in the church, and after four or five years in the same ministry site. In either case, Campus Pastors and Ministers are encouraged to work collegially with the Personnel Committee or the board to develop a plan for the sabbatical, and the board should approve the proposal. Campus Pastors or Ministers generally agree to remain in their current ministry site at least one academic year after the completion of their sabbatical. A report to the board is to be expected at the end of the sabbatical.

Sabbatical leave is normally taken in the summer months when the college or university is not in full session so that only minimal interim supply, if any, is required. However, Campus Pastors or Ministers who serve under a nine-month contract may negotiate with their board about arrangements for a paid sabbatical during the academic year.

## EVALUATION

An annual evaluation of the effectiveness of the work of the Campus Pastor or Minister is part of the responsible oversight of the ministry by the CMA or AMCA board or the congregation council. The Personnel Committee should be charged with this responsibility on behalf of the board, with a written report by the Personnel Committee presented to the full board. One such method may be to revisit the Job Description at the end of the academic year and involve the Campus Pastor or Minister in a frank conversation about performance and expectations. The review will seek to understand how effective the Campus Pastor or Minister has been in fulfilling the primary tasks and responsibilities that are given in the Job Description. In light of developments in the current academic year, there may be tasks or responsibilities that should be added to or subtracted from the Job Description, or some that ought to be given higher priority in the following year.

The effectiveness of the board should be evaluated annually as well. Several resources for such an evaluation process (and for board development in general) are available on the ELCA Campus Ministry web site: <[www.elca.org/lcm/advancement](http://www.elca.org/lcm/advancement)>

Section IX. G. 1 of the *Policies and Procedures for Campus Ministry* outlines the procedure for a Quadrennial Review of each CMA or ACMA every four years. While the focus of such a review is on the effectiveness of the CMA or ACMA as a *whole*, and not just of the ministry of the Campus Pastor or Minister: nonetheless, the review report is likely to contain affirmations and recommendations regarding his or her work over the course of the four-year period.

Jill M. Hudson's book *Evaluating Ministry* describes four different models for evaluation in church settings (<[www.alban.org/bookstore.asp](http://www.alban.org/bookstore.asp)>).

## BACKGROUND CHECKS

All ministries of the church strive to provide a welcoming and safe environment for those who enter their facilities as public places and those who become members of these ongoing communities. It is central to the mission of the church to reach out to all persons with the invitation of the Gospel. It is also part of that mission to share that Gospel message in a setting that holds high the values of integrity, accountability, safety, and professional standards. While background checks are not required by law for CMAs, experience has led us to believe that it may be a desirable step to take when hiring employees who have particular responsibilities for working with young adults, handling finances and information that requires security or privacy. Contact the synod or churchwide offices for more information about the process of doing background checks and the proper professionals for providing this service.

## SEPARATION AND TERMINATION

Until the adoption of the new *Policies and Procedures for Campus Ministry* in 2003, most Campus Pastors or Ministers in non-congregationally based CMAs had “term calls”; that is, they were extended a call for a limited time, usually for a four-year period. Near the end of the fourth year of the term, a review was held and a recommendation made to the board whether or not the call should be renewed for a new term.

Under the new *Policies and Procedures for Campus Ministry*, however, term calls are eliminated. Now, synod councils (or in the case of congregationally-based CMAs, the congregation itself) will extend “open-ended” calls as they do to almost all other rostered persons. While the Quadrennial Review Team *may* make recommendations to the board concerning the work of the Campus Pastor or Minister, the decision to continue or terminate the relationship between the Campus Pastor or Minister and the CMA or ACMA belongs to the board or directing committee as the employer.

The following guidelines are congruent with the practices outlined in the *ELCA Model Constitution for Congregations*.

1. **Resignation:** Notice of resignation by a Campus Pastor or Minister should normally be at least thirty days in advance. Since the ministry of the CMA or ACMA is usually a cooperative one between the local board, the synod or several synods, and the churchwide organization, Campus Pastors or Ministers should be in conversation with these other partners in the ministry before making a decision to resign, especially the CCMT, and Campus Pastor’s or Minister’s bishop.
2. **Termination:** After a due process of prayer, frank and open conversation with the Campus Pastor or Minister, and consultation with the bishop(s) of the appropriate synod(s) and the CCMT, a CMA or ACMA may decide that it is for the good of the campus ministry mission in that site to dismiss the Campus Pastor or Minister.

This is not a decision to be made lightly. It is important that all parties refer to the official constitution of the CMA or ACMA. In Chapter 9 of the *Model Constitution*, the sole reasons for termination are listed as follows:

- Inability to conduct the pastoral office<sup>3</sup> effectively in view of local conditions without reflection on the competence or moral and spiritual character of the pastor (C9.05.3)
- Physical or mental incapacity of the pastor
- Disqualification of the pastor through discipline on grounds of doctrine, morality or continued neglect of duty
- Dissolution of a congregation<sup>4</sup>

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<sup>3</sup> For campus ministry purposes, it is appropriate to apply this criterion to Campus Ministers as well.

<sup>4</sup> For campus ministry purposes, it is appropriate to substitute “CMA” or “ACMA” for “congregation.”

Following consultation with the bishop(s) and the CCMT, written notice of the intent to terminate should be given to the Campus Pastor or Minister ninety days prior to the effective date of termination. Except for termination for cause, full salary, housing allowance and benefits are to be paid during this time.

3. **Separation Pay:** It is possible that when a Campus Pastor or Minister's service is terminated at the request of the board or directing committee, separation pay may be granted. The amount is negotiable based on circumstances and the ability to pay.
4. **Grievance Procedures:** CMAs and ACMAs are strongly encouraged to have a written policy for procedures in the case of grievance between a Campus Pastor or Minister and the CMA or ACMA. The Mutual Ministry Committee can, in many cases, address the problem before it escalates. Frank and open conversation about the grievance between the Campus Pastor or Minister and the board should follow at a subsequent meeting of the board. The CCMT can be invited to provide conflict intervention and help lead toward resolution. The Campus Pastor's or Minister's bishop may also assist with conflict resolution.
5. **Sexual Misconduct or Harassment:** Rostered leaders in the ELCA agree to comply with *Vision and Expectations*, which, among other things, outlines sexual conduct expected of leaders in ministry. Sexual misconduct or harassment will not be tolerated. In order to provide a safe place for students and staff that is free of any form of sexual misconduct, harassment or intimidation, the board is strongly urged to have a written policy regarding the matter. Sexual misconduct or harassment include, but are not limited to: unwelcome or unsolicited sexual advances, requests or sexual favors, sexual jokes, inappropriate touching, discriminatory tormenting based on gender and other undesired verbal, visual or physical conduct of a sexual nature. Campus Pastors or Ministers who commit any form of sexual misconduct or harassment of other employees or students in the care of the CMA or ACMA are subject to discipline by the synod from which the call is issued and quite possibly termination by the CMA.

A sexual misconduct or harassment policy must make it clear that no adverse action is to be taken against a person who, in good faith, makes a complaint of sexual misconduct or harassment. The question of whether a particular action or course of conduct constitutes sexual harassment requires a factual determination. A false accusation of sexual harassment can cause serious harm to innocent persons.

A sample sexual misconduct or harassment policy can be found in *Appendix B* of this document.

6. **Discipline:** The ELCA Constitution provides for a process of discipline of clergy and rostered laypersons. The synod bishop and synod leadership are responsible for determining the disciplinary process. As the employing body, the CMA or ACMA is responsible for determining the continuing employment of staff before, during, or following disciplinary proceedings. The CCMT should also be consulted.

An overview of the process can be downloaded from <[www.elca.org/os/legal/disciplinary.html](http://www.elca.org/os/legal/disciplinary.html)> This overview document also provides information on other resources for CMAs or ACMAs faced with the painful dilemma of participating in the discipline of a Campus Pastor or Minister.

## MOVING EXPENSES

1. **Vacancy Holds:** During a vacancy, CMAs and ACMAs are encouraged to place a sum of money in escrow large enough to provide for the costs of interviewing prospective Campus Pastors or Ministers, and for moving the elected candidate from their previous place of employment.

When a vacancy occurs for an extended period of time, a percentage “vacancy hold” will be placed on the operating grant from the CCMT after monies for interviewing and moving costs have been accumulated. Synod operating grants during a vacancy may also be held in consultation with the CCMT.

2. **Interview Expenses:** Normally, the CMA pays the expenses incurred by candidates for the interview(s). CMAs and ACMAs are also encouraged to allow for the expense of a round-trip for the candidate and, if possible, another person of the candidate’s choosing, for the purpose of finding a home.
3. **Moving Expenses:** The actual cost of moving, up to an amount agreed to in advance by the board and the Campus Pastor or Minister, is paid by the CMA or ACMA. Included in moving costs normally are: professional packing, loading, transporting and unloading of household furnishings, transportation costs to new location, and meals and lodging en route. Reimbursement for some moving expenses may be considered to be income by the IRS. Check with your accountant or IRS representative for complete details. A settling-in allowance may be granted to help defray expenses other than moving costs. Generally, a deadline for submitting moving expenses is one year from the date of beginning employment.

## APPENDIX A

### MODEL JOB DESCRIPTION

**Title:** Lutheran Campus Pastor [Minister] at [\_\_\_\_\_] University.

**Purpose:**

- To address and respond to the religious and spiritual needs of the university community.
- To serve as pastor/minister to students, faculty and staff at [\_\_\_\_\_] University
- To provide administrative oversight and day-to-day direction of Lutheran Campus Ministry at [\_\_\_\_\_] University.

**Responsibilities:**

**Worship:**

- To lead or provide for regular worship opportunities.
- To provide for administration of the sacraments, and conduct or provide for, occasional services of the church as needed.

**Evangelism and Outreach:**

- To initiate and nurture relationships with persons on campus “to invite them more deeply into Jesus Christ and the community that bears his name”, and to motivate and equip others to do the same.

**Christian Education and Faith Development:**

- To provide for opportunities and programs that encourage persons to grow in their understanding of the Christian faith and to relate it to their life and learning.
- To make himself/herself available to the university to provide programming on religious, spiritual, and ethical issues.

**Hospitality and Community Building:**

- To foster a climate of welcome in Lutheran Campus Ministry toward members of the campus community.
- To nurture healthy interpersonal relationships and communal life within Lutheran Campus Ministry.

**Pastoral Care:**

- To provide appropriate pastoral care to all members of the campus community.
- To develop a positive working relationship with the university counseling center and the division of the university administration that deals with student life.

**Community Service:**

- To strengthen Lutheran Campus Ministry’s service to persons in need.
- To create opportunities for service learning.
- To form collaborative partnerships with local service agencies.

**Leadership Development:**

- To identify, equip, and supervise student leaders of Lutheran Campus Ministry.
- To equip all the baptized in his/her care “. . . to discover and fulfill their vocation as disciples.”
- To identify and encourage persons with appropriate gifts to consider and explore rostered and non-rostered leadership in the church.

**Justice and Advocacy:**

- To equip the ministry in addressing issues of justice, poverty, and peace in light of the Christian gospel.

**Stewardship and Fundraising:**

- To support the board in developing, maintaining, and increasing fundraising efforts to support the work of Lutheran Campus Ministry.
- To challenge students, faculty, and staff to grow in their personal stewardship of time, talent, and treasure.

**Vision and Planning:**

- To assist the board in a regular process of visioning, planning, and evaluation.

**Ecumenical and Interfaith Cooperation:**

- To nurture relationships with leaders of other religious ministries on campus for the purpose of strengthening the religious voice on campus and improving relationships among faith communities.

**Building Relationships:**

- To foster positive relationships with partners in Lutheran Campus Ministry, including area congregations, the [ ] Synod and the ELCA Churchwide Campus Ministry Team (CCMT).
- To develop positive relationships with appropriate offices and divisions of [ ] University.
- Support and promote the programming of the Lutheran Student Movement at [ ] University, the [ ] Region, and LSM-USA.

**Administration:**

- To supervise employees and student leaders as assigned.
- To assist the board in the operation of the organization.
- To assist the board in board development.
- To have responsibility for major administrative requirements of Lutheran Campus Ministry, including the timely submission of all forms and reports required by the board, [ ] Synod, and ELCA-CCMT.

**Requirements:****Campus Pastor:**

- Must be on the clergy roster of the ELCA; or on the clergy roster of another denomination in full communion with the ELCA; or on the clergy roster of a church which accepts the teaching of the Unaltered Augsburg Confession.
- Demonstrate proficiency and experience in ministry with college students.

**Campus Minister:**

- Possess a Bachelor's degree;
- and be on the lay roster of the ELCA; or if serving in a multi-staff position supervised by a person on the lay or clergy roster of the ELCA or another denomination in full communion with the ELCA; or serving as a Campus Minister at an ELCA affiliated CMA on or before July 1, 2003.
- Demonstrate proficiency and experience in ministry with college students.

**Time Required:** Full-Time  
[Half-Time]  
[\_\_\_ hours/week]

**Accountability:**

- Employment relationship to the [employing agency].
- Ecclesiastical relationship to the [appropriate ecclesiastical expression] .

## **APPENDIX B**

### **MODEL**

#### **SEXUAL MISCONDUCT AND HARASSMENT POLICY**

The Lutheran church affirms that all persons are created by God in the divine image and that human sexuality is a gift of God. It is a mark of sin that many kinds of sexual misconduct and harassment occur throughout our society and even within the church. This kind of behavior betrays God's intention for creation as it inflicts suffering on the victims and tears apart the whole community of the people of God. Sexual misconduct and harassment will not be tolerated. In response to God's call for justice and peace in all the world, it is incumbent upon communities of faith to work to make churches safe places for all persons and to eliminate sexual abuses. Employees of the church are expected to use discretion and wise practice in the conduct of ministry, so that occasions for sexual inappropriateness do not arise or suspicions are not warranted.

1. It is the policy of this CMA (or ACMA) to provide a safe place for students, faculty, staff and congregants at the university and the CMA and to promote a healthy and productive working environment for all.
2. No form of sexual misconduct or sexual harassment is to be tolerated, including:
  - Unwanted or inappropriate physical contact
  - Sexual flirtations
  - Sexual jokes or comments
  - The display in the workplace of sexually suggestive objects or photographs
  - Sexually suggestive or demeaning written, recorded, or electronic messages
3. Sexual misconduct or harassment should be reported immediately to the president of the employing agency and the chair of the personnel committee. If the alleged conduct involves a rostered person, it will be reported to the bishop of the synod where the person is rostered. All allegations of sexual harassment and misconduct will be investigated impartially and confidentially. To the extent possible, the employee's confidentiality and that of any witnesses and the alleged harasser will be protected against unnecessary disclosure. Employees are required to cooperate with this disciplinary process. No action will be taken against a person who, in good faith, complains of sexual harassment or misconduct.
4. Any employee who, in the course of the disciplinary action, is found to have violated this policy will be subject to consequences up to and including possible termination.