BEST PRACTICES TO BE FOLLOWED DURING AN ELCA CAMPUS MINISTRY VACANCY

"Whenever a vacancy occurs in a campus ministry setting, the Churchwide Campus Ministry Team (CCMT) shall contact the synod and the CMA or ACMA to assess the ministry needs of the setting. In part, this involves assisting the CMA or ACMA with a self study ministry assessment. In consultation with the synod, ACMA (if applicable) and CMA, the CCMT will then identify a list of candidates that it believes may possess the appropriate ministry gifts to meet the ministry needs of the setting. Thereafter, during the call process the CCMT will continue to consult with the employing CMA or ACMA and the synod regarding the ministry of the campus ministry site. The consultation provided by the CCMT relates to the compatibility of ministry gifts and needs and the best way to fulfill the Campus Ministry Mission." (*Policies and Procedures for Campus Ministry*, page 23.)

"Additionally, ACMA's and CMA's 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." (*Policies and Procedures for Campus Ministry*, page 22.)

"Best Practices To Be Followed During an ELCA Campus Ministry Vacancy" is offered by ELCA Campus Ministry to a CMA and/or ACMA as a helpful guide for the vacancy process and consistent with the above defined role of the CCMT. Synod guidelines may also be consulted, especially in congregational settings.

Note: The ELCA Associate Director for Campus Ministry, the Deployed Director and the Bishop(s) should be copied on all correspondence relative to a vacancy. The appropriate Deployed Director and Bishop(s) will vary depending on the location of the CMA. For the purposes of this document, Rich Zawistoski serves as the Associate Director for Campus Ministry and may be contacted at (773)380-2847 or by e-mail, rich.zawistoski@elca.org.

	Event	Initiating Person/Entity	Time Frame
1.	**Letter of resignation** with effective date	Staff: to employing agency, with copies to affected Bishops and Deployed Director. Congregational agencies will involve the appropriate jurisdictional unit throughout the entire process.	Normally 30 days but no more than 90 days before the effective date if resignation.
2.	**The employing agency contacts the Deployed Director for counsel**		
3.	**Planning for interim.**		As soon as possible.
	CRITERIA: ▪ Anticipated length of interim ▪ Time of year of resignation ▪ Required skills/needs during vacancy ▪ Possibility that interim staffing will not be needed	Electing CMA, ACMA, with the Deployed Director. If the employing agency is a congregation the Deployed Director will have conversation with the Synod Office to determine who will take the lead.	As soon as possible. The Deployed Director normally will be on site for this process, but circumstances may dictate other procedures.

ESTABLISHMENT OF A TIMELINE

ESTABLISHMENT OF AN INTERIM BUDGET:
Note: Full funding from churchwide and synod(s) will continue during vacancy up to the amount required for transitional cash, roughly $8,000 - $10,000. If that amount is exceeded, a hold on unused salary funds will be initiated. Costs for interim services are charged against current compensation budget. Accumulated funds will be used by the agency to pay interview and moving expenses.

4.	**Agency self-study** to discover a new shape for this ministry (data gathering and a written report).	Local Council, with guidance from the Associate Director for Campus Ministry.	As soon as possible following site visit with Deployed Director.
	AREAS OF INQUIRY: ▪ Setting for ministry (cohesive or dispersed; residential or commuter; level of academic standard; social milieu) ▪ Evaluation of present program (strengths, weaknesses, unexplored areas, etc.) ▪ Determination of ministry goals and priorities ▪ Finances, MGRs and congregational support ▪ Consideration of staffing options (interviews may be held with ecumenical colleagues, local parish pastors, students, faculty, administrators, etc.) ▪ Written report of findings to be shared with potential candidates. Copies of written report to be shared with Associate Director for Campus Ministry, Deployed Director and Synod(s). ▪ Definition of position description and salary range (This "event" may include consultation with and approval of a territorial agency and the funding partners). Copies to Associate Director for Campus Ministry, Deployed Director and Synod(s).		According to established timeline. As appropriate.

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5. Candidate selection, interviews, election process and call

a. PURPOSE OF THE PROCESS

The purpose of this process is to secure the best possible person for the position. Initial work in these areas will be done by the Associate Director for Campus Ministry, and will include:

- A search of the current application files for available potential staff.
- Obtaining the necessary clearances from each of the appropriate Bishops.

Individuals who may be identified by the Local Council, by Bishops, or by interested others, should they wish to be considered, will be interviewed by a member of the CCMT, complete the ELCA Campus Ministry Personnel Data Form, and have an updated Mobility Form on file, so that all information coming to the electing agency is comparable.

Because the Associate Director for Campus Ministry in consultation with the Deployed Director is in a position to know given needs of a local ministry and candidates with certain gifts and interests, the Associate Director for Campus Ministry may recommend several dossiers to the electing agency (or the Local Council, as appropriate) for interview selection purposes.		
b. INTERVIEW PROCESS:		
▪Normally, a selection of up to three persons for interviews from the dossiers that have been submitted.	Local Council	On timeline
▪Notification of those not selected for interview.	Local Council	On timeline
▪Establishment of interview schedule (interviews should be scheduled within a two to three week period).	Local Council	On timeline
▪Interviews: The Associate Director for Campus Ministry can be helpful in suggesting interview content.	Local Council (expenses paid by employing agency)	On timeline
c. ELECTION PROCESS:		
▪ Candidate Choice - determination of priority for election (normally a decision is to be made on those who have been interviewed before any additional names are requested). It is advisable that for a candidate to be elected or recommended, at least two-thirds of the vote of the Local Council be favorable.	Local Council	On timeline
▪ Notification of other candidates that an election has occurred.	Local Council	As appropriate
▪ Establishment of salary package.	Local Council and CMA or ACMA	On timeline
▪ Preparation and circulation of all documents for completion of the election. The Associate Director for Campus Ministry can supply model documents.	CMA or ACMA	As appropriate
d. LETTER OF CALL:		
▪Candidate responds in writing to the Announcement of Election to the Employing Agency with copies to the Associate Director for Campus Ministry, the Deployed Director and the Synod Bishop. ▪If accepted, the Call will be issued by the calling entity.	Candidate	Within 15 days of receipt of Letter of Election.

6.	**New Staff Move**		
a.	PREPARATION FOR MOVE	New staff in consultation with the employing agency and Associate Director for Campus Ministry who can provide Best Practices documents.	ASAP
b.	HOUSE HUNTING TRIP: For new staff and one other person (Someone from the employing agency should be available to help with transportation, suggestions of a realtor, maps of area, etc.)	New staff in consultation with employing agency (expenses paid by employing agency).	As soon as possible
c.	ARRANGEMENT FOR MOVING VAN	New staff in consultation with employing agency. The Associate Director for Campus Ministry can provide Best Practices documents.	As soon as moving date is known.
d.	MOVE TO NEW LOCATION: Someone from Local Council should welcome the staff person and provide necessary assistance.	New staff with notification to Local Council (suggested $500 settling-in allowance plus moving expenses)	Early enough to be settled by starting date.

7.	**Installation of New Staff**		
a.	Service scheduled at a time and place convenient for the university community and local congregations, and available to the Bishop or Bishop's Designee and in communication with CCMT.	Planned by the Local Council in consultation with the new staff person.	If possible, within one month of arrival.
b.	Installing officer should be Bishop or Bishop's Designee.	New Staff	As soon as service date is known.
c.	Participants in the service may include various communities: ▪ Synod ▪ Ecumenical Campus Ministry community ▪ University ▪ CCMT ▪ Area congregations	Local Council in consultation with new staff person.	As soon as service date is know.
d.	Installation preacher and presiding minister	Selected by new staff	As soon as service date is known.
e.	Printed installation bulletin	Local Council in consultation with new staff person	As soon as service date is known.
f.	Announcement of Installation and press releases on arrival and installation. Letters to congregations.	Local Council	As soon as known.

BEST PRACTICES FOR THE INTERVIEW PROCESS

The process is designed to enable the candidate(s) and local agency to meet and learn about one another, the setting for the ministry and mutual expectations.

1. Appoint a committee to determine what you hope to accomplish, the tasks that need to be done, a schedule to meet those tasks, the assignment of duties, and the post-interview consultation sessions.

2. **MAKE ARRANGEMENTS FOR:**
- **a.** Travel for candidate(s)
- **b.** Motel
- **c.** Schedule, including meal, who hosts, etc.
- **d.** Reimbursing candidate(s) for expenses incurred.

3. **ARRANGE MEETING WITH THE FOLLOWING:**
- **a.** Executive Committee/Entire Local Council
- **b.** Student representatives
- **c.** Faculty members and administrators
- **d.** Local Lutheran pastors
- **e.** Ecumenical campus ministry colleagues
- **f.** A realtor or other helpful persons who know the community.

4. **ASSEMBLE AND PROVIDE A FOLDER OF INFORMATION ABOUT:**
- **a.** University
- **b.** City
- **c.** Public Schools
- **d.** Housing
- **e.** Employment possibilities for other family members if requested

5. **ARRANGE TOURS:**
- **a.** Give candidate(s) a walking tour of campus
- **b.** Driving tour of city/area
- **c.** Driving tour of housing areas with a tour of model homes
- **d.** Possible contact with realtor for showing potential homes and rentals

6. **SUGGESTIONS:**
Provide host guide or contact during the course of the visit.
Allow alone time for the candidate.
Maintain sensitivity for the candidate's personal privacy: refrain from asking inappropriate questions (political affiliation, "significant other" probes, etc.).
Inform the candidate(s) of the advantages of working and serving in this place (in a sense "selling" their university and community).
NOTE: The ELCA has informed us that some areas of inquiry are illegal. SEE ATTACHMENT.

SUGGESTIONS FOR ARRIVAL OF NEW STAFF AND HIS/HER FIRST WEEKS ON THE JOB

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1. Plan a welcome for your staff and his/her family.

2. Meet with staff and Executive Committee soon after arrival.

3. Plan little things to make staff feel welcomed and wanted: a homemade welcome card signed by group, flower on his/her desk, invitations to university groups, etc.

LEGAL AND ILLEGAL PRE-EMPLOYMENT QUESTIONS

SUBJECT	LAWFUL	UNLAWFUL
Race or color		Complexion or color of skin. Coloring
Religion or creed	Religious affiliation appropriate to ELCA national application	
National origin		Inquiry into applicant's lineage, ancestry, national origin, decent, parentage or nationality. Nationality of applicant's parents or spouse. What is your mother tongue?
Gender		Inquiry as to gender Do you wish to be addressed as Mr., Mrs., Miss, or Ms.?
Marital Status		Are you married, single, divorced, or separated? Name or other information about spouse. Where does your spouse work? What are the ages of your children, in any?
Birth control		Inquiry as to capacity to reproduce, advocacy of any form of birth control or family planning
Age	Are you between 18 an 70 years of age? If not, state your age.	How old are you? What is your date of birth?
Disability	Do you have any impairment, physical, mental, or medical, which would interfere with your ability to perform the job for which you have applied? If there are any positions or types of positions for which you should not be considered, or job duties you cannot perform because of physical, mental, or medical disability, please describe.	Do you have a disability? Have you ever been treated for any of the following diseases?
Arrest Record	Have you ever been convicted of a crime? Give details.	Have you ever been arrested?
Name	Have you ever worked for this company under a different name? Is any additional information relative to change of name, use of an assumed name or nickname necessary to enable a check on your work record? If yes, explain.	Original name of an applicant whose name has been changed by court order or otherwise. Maiden name of a married woman. If you have ever worked under another name, state name and dates.
Address or Duration of Residence	Applicant's place of residence How long a resident of this state or city?	

Birthplace		Birthplace of applicant. Birthplace of applicant's parents, spouse or other close relatives.
Birth date		Requirement that applicant submit birth certificate, naturalization or baptismal record. Requirement that applicant produce proof of age in the form of a birth certificate or baptismal record.
Photograph		Requirement or option that applicant affix a photograph to employment form at any time before hiring.
Citizenship	Are you a citizen of the United States? If not a citizen of the United States, do you intend to become a citizen of the United States? If you are not a United States citizen, have you the legal right to remain permanently in the United States? Do you intend to remain permanently in the United States? Requirement that applicant state whether he or she has ever been interred or arrested as an enemy alien.	Of what country are you a citizen? Whether an applicant is naturalized or a native-born citizen, the date when the applicant required citizenship. Requirement that the applicant produce naturalization papers or first papers. Whether applicant's parents or spouse are naturalized or native-born citizens of the United States, the date when such parents or spouse acquired citizenship.
Language	Inquiry into languages applicant speaks or writes fluently	What is your native language? Inquiry into how applicant acquired ability to read, write, or speak a foreign language
Education	Inquiry into applicant's academic, vocational, or professional education and the public and private schools attended	
Experience	Inquiry into work experience	
Relative	Name of applicant's relatives, other than a spouse, already employed by this company	Names, addresses, ages, number or other information concerning applicant's spouse, children, or other relatives not employed by the company.
Notice in case of emergency		Name and address of person to be notified in case of accident or emergency
Military experience	Inquiry into applicant's experience in the Armed Forces of the United States or in a State Militia Inquiry into applicant's service in particular branch of United States Army, Navy, etc.	Inquiry into applicant's general military experience.
Organizations	Inquiry into applicant's membership in organizations which the applicant considers relevant to his or her ability to perform the job	List all clubs, societies, and lodges to which you belong.

SUGGESTIONS FOR
CAMPUS MINISTRY VACANCY SELF-STUDY

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1. What is the local context and how does that inform us about mission, needs and priorities?
   - University: characteristics, students, faulty/administration
   - Community: nature and relationship to the university
   - Lutheran congregations: relationships to campus ministry
   - Ecumenical campus ministry relationships
   - Directing Committee / Local Campus Council

2. Evaluation of ministry
   - Present ministry: description, strengths and weaknesses
   - Future ministry: opportunities, threats
   - Ministry and staff leadership review report

3. Establishment of ministry goals for next period of time
   - Short term (next two years)
   - Long term (next three to five years)

4. Consideration of staffing needs and options
   - Part-time / full-time
   - Lay / ordained
   - Female / male
   - Congregational covenant
   - Ecumenical

5. Development of position description and qualifications for staff person

6. Written report of self-study and position description

7. Agency and approval of position description and authorization to proceed to fill the position

8. Candidate selection process

INTERVIEWING
THE CAMPUS MINISTRY CANDIDATE

The campus ministry document "Best Practices to be Followed During an ELCA Campus Ministry Vacancy" lists a number of arrangements which should be made for the interview.

Your conversations with the candidates will undoubtedly take you in a number of directions, but you should be sure to ask the core questions which will probe the candidate's understanding, vision, ability and potential for your campus ministry. Prior to the interviews, the Call / Interview Committee should write out the list of core questions it wants to be certain to ask of each candidate. Each member of the Committee can then be assigned specific questions to be asked. It is important that each candidate be asked the same core questions. It can be helpful and constructive to indicate to the candidates, in advance of the interview, those specific areas the Committee has identified for conversation.

The following are some suggested areas for conversation during the interview:

1. Higher Education: What is the candidate's vision for the university / higher education – its purpose and goals? What is the candidate's vision for the mission of the church in higher education and how would they seek to carry out this mission on campus?

2. Faith Development: What is the candidate's understanding of the faith development process among students / young adults?

3. What does the candidate identify as her/ his strengths for campus ministry? What experience underlies those self-identified strengths?

4. If elected, how would the candidate go about getting acquainted with the university? The campus ministry? The community?

5. Leadership Style: How does the candidate define his/her leadership style? Their relationship with the Campus Local Council? Strategy for student leadership development? Multiple staff relationships (where applicable)?

6. What is the candidate's attitude and experience in ecumenical relationships?

7. What are the candidate's interests, skills, and experiences in the following **programmatic** areas?

Worship	Evangelism and Outreach
Christian Education and Faith Development	Hospitality and Community Building
Community Service	Pastoral Care
Leadership Development	Justice and Advocacy
Stewardship and Fund Raising	Vision and Planning
Ecumenical and Interfaith Cooperation	Building relationships (e.g. synods & congregations)

8. What are the candidate's interests, skills and experiences in the following **administrative** areas?
   - Organizational Skills
   - Time Management
   - Supervision of Support Staff
   - Facility Care and Oversight
   - Budget and Finance
   - Communication / Interpretation
   - Board Development

10. Specific needs/skills identified in the position description.

ANNOUNCEMENT OF ELECTION

TO: [Name]

Grace be to you and peace from God our Creator, Redeemer and Sanctifier.

At a duly constituted meeting of the [employing agency], held on [date voted on], and by subsequent vote by the [employing agency], you were duly elected, as Campus [Pastor/Minister] at [location] beginning on or about [date].

This election is in the expectation and upon the condition that a Letter of Call to campus ministry will be issued to you by the [synod] of the Evangelical Lutheran Church in America when you indicate in writing your readiness to accept this election.

I. As Campus [Pastor/Minister] you will be required to perform all the duties of the Gospel Ministry in accordance with the confessions and constitution of the Evangelical Lutheran Church in America, and within the discipline of this Church.

It will be your responsibility to:

A. Conduct a campus ministry consistent with the Mission Statement as stated in the Policies and Procedures for Campus Ministry as follows:

Campus Ministry of the Evangelical Lutheran Church in America invites people in academic settings more deeply into Jesus Christ and the community that bears his name, so that they can discover and fulfill their vocation as disciples.

B. Develop a campus ministry as stated in the Policies and Procedures for Campus Ministry centered in Word and Sacrament, which includes, but is not limited to:

1) worship
2) evangelism and outreach
3) Christian education and faith development
4) hospitality and community building
5) community service
6) pastoral care
7) leadership development
8) justice and advocacy
9) stewardship and fundraising
10) vision and planning
11) ecumenical and interfaith cooperation
12) building relationships with synod(s), congregations, ecumenical partners, the educational institution(s) to be served, Lutheran Student Movement, and other campus ministry organizations and religious groups.

C. Enable the campus ministry agency board to fulfill its responsibilities and strengthen the capacity of the agency to be an effective unit of ministry.

II. We guarantee:

A. an annual salary of [Salary] of which the amount allowable by Federal law may be designated as housing allowance by the Agency Board;
B. payments to the Pension Fund and the Medical/Dental and other Benefits Plan of the Evangelical Lutheran Church in America, in accordance with the policies of this church;
C. moving expenses and allowances as described in the [employing agency] Moving Policy;
D. an annual vacation of one month and other leave time as described in the [employing agency] Personnel Policies;
E. continuing education funds and time as described in the [employing agency] Personnel Policies;
F. reimbursement of travel expenses for official business, as described in the [employing agency] Personnel Policies;

III. We require:

A. that regular reports be submitted to the [employing agency], and also to ELCA Campus Ministry as requested in the Campus Ministry Policies and Procedures;
B. that campus ministry review procedures be followed, as described in the Campus Ministry Policies and Procedures; and
C. that a thirty (30) day notice of resignation be given.

Attendance at New Staff Orientation and the annual Campus Ministry Staff Conference is expected.

IV. No additional claims for services, compensation or penalties shall be imposed on the [employing agency] or [Name of candidate] in the event of termination of duty prior to the end of the term as specified above.

In the name of [employing agency], we pledge you our prayers, love, cooperation, and support. We pray that you will be led to accept this election and serve the mission of the Church in this academic community.

For [employing agency]:

_____

Chairperson Date

[Letterhead]

[Date]

[Name]
[Address]

Dear [Name],

A copy of the [employing agency] **Campus Ministry Moving Policy** is enclosed, which describes the ELCA arrangement with selected moving companies, as well as the policy parameters. When [employing agency] receives your written letter of acceptance, they will request that the moving company contact you to set up a time for a walk-through so that moving expenses can be estimated.

Please note the replacement cost insurance and the limitations described in the Moving Policy. The moving company can pack all breakables and mattresses. For everything else, the moving company will provide you with the boxes and cartons. The allowable weight limit is 12,000 pounds. No cars will be moved on the van.

[employing agency] will get a copy of the estimate and will ask that one be sent to you as well. [employing agency] will give final approval for the move. The bill will go directly to [employing agency]. Unusual arrangements should be discussed with [employing agency].

When you arrive, give [employing agency] the details of your mileage (reimbursable for one car at the current IRS mileage reimbursement rate) and the cost of motels and meals en route. Be sure to include receipts for any expense over $25.00. [IF APPLICABLE: You may also request the $500 settling-in allowance according to employing agency policy.]

Be sure to pay attention to the section on IRS requirements in the policy document. Your moving costs will be reported by your treasurer on your W-2 form. You can request a *partial* deduction for theses moving expenses. It is suggested that you request Publication 521 from your IRS office for details on limitations and samples of forms to be filled out and filed with your 1040. The important thing for now is to keep careful records of expenses and reimbursements during your move.

If you have further questions, please give me a call.

Peace & Joy!

[Name of Chair]
President, [Name of employing agency]

Enclosures
cc: [Name of Local Chair, Campus – City], Campus Ministry Chair