

POLICIES AND PROCEDURES

FOR

CAMPUS MINISTRY

**APPROVED BY THE ELCA CHURCH COUNCIL
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**EVANGELICAL LUTHERAN CHURCH IN AMERICA
VOCATION AND EDUCATION**

TABLE OF CONTENTS

- I. Introduction**
- II. Campus Ministry Mission**
- III. Definitions**
- IV. Campus Ministry Coordination**
- V. Campus Ministry and the Churchwide Organization**
- VI. Campus Ministry and Synods**
- VII. Campus Ministry and Campus Ministry Agencies**
- VIII. Campus Ministry Staff and Collegiality**
- IX. Operating Grants**
- X. Special Grants**
- XI. Campus Pastor and Campus Minister Calls**
- XII. Ministry and Programmatic Resources**
- XIII. Campus Ministry Agency Starts**
- XIV. Cooperating Congregations in Campus Ministry**
- XV. Miscellaneous**

I

INTRODUCTION

The mission of campus ministry in the Evangelical Lutheran Church in America (ELCA) is to invite 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. This ministry has its roots in the Christian community gathered by the Spirit through the proclamation of the word of God and the celebration of the sacraments. Campus ministry provides a strong witness at the point where education in the church intersects the church in education. Campus ministry is tied to the future strength of this church through the leadership gifts it develops in those who will serve the church as rostered leaders and active lay members. It provides an authentic experience in the life of the church for young adults on campus, inviting them into full participation with the church, even as their lives are undergoing change, challenge, and confirmation. Campus ministry seeks to grow the church by extending its work to an ever-increasing number of campuses across the country. It is a ministry of the whole church in all of its expressions.

Campus ministry in the ELCA is not a single ministry engaged in by a single entity. Rather, it involves separate ministries of the churchwide organization, synods, Area Campus Ministry Agencies (ACMAs), and Campus Ministry Agencies (CMA) coordinated to advance the Campus Ministry Mission. CMAs directly minister to students, faculty, and others on campuses. Synods support the work of campus ministry by providing operating grants to CMAs and advocating for the Campus Ministry Mission within the synod. The churchwide organization, while not directly engaging in campus ministry on any campus, coordinates the separate ministries of CMAs, ACMAs, synods, and the churchwide organization; advocates for the Campus Ministry Mission throughout the entire church; and develops financial and non-financial resources to support campus ministry.

The policies and procedures that follow further define the Campus Ministry Mission and how the churchwide organization, through the Vocation and Education (VE) program unit seeks to advance this vital ministry of this church in coordination with synods, ACMAs, and CMAs.

II

CAMPUS MINISTRY MISSION

The Campus Ministry Mission is 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.

The Campus Ministry Mission reflects the identity of this church which is defined by its historic mission to make Christ known to persons and places beyond itself. The college and university campus is one of those critical places where this church is challenged to find its voice in witness to God's saving work. With an emphasis on truth, discovery, creativity, and personal growth, the

campus is a primary context for proclaiming, hearing, and living out the gospel. The interaction of this church and higher education provides for inspired education and informed faith. This search for truth and all its implications is a godly vocation and a gift of the Spirit. It springs from the very heart of Lutheran identity. The Campus Ministry Mission shapes the ministries of the churchwide organization, synods, ACMAs, and CMAs as each engages in campus ministry.

III DEFINITIONS

Area Campus Ministry Agency (ACMA)

In some areas of the country a synod(s) may form an Area Campus Ministry Agency (ACMA) for the specific purpose of advancing the Campus Ministry Mission in the constituent synod(s). ACMAs can be separate corporations or unincorporated ministries of the participating synod(s). Where there is an ACMA, the Churchwide Campus Ministry Team (CCMT) will coordinate with the ACMA instead of the individual synods.

Churchwide Campus Ministry Team (CCMT)

The team within the Vocation and Education program unit primarily responsible for carrying out the churchwide organization's roles and responsibilities for the Campus Ministry Mission.

Campus Ministry Agency (CMA)

A Campus Ministry Agency may be one of the following:

- A congregation that has a dedicated campus ministry on the campus of one or more educational institutions; or
- A not-for-profit or nonprofit corporation, other than a congregation, established for the sole purpose of engaging in campus ministry on the campus of one or more educational institutions; or
- An unincorporated ministry of an ACMA; or
- An unincorporated ministry of a synod.

Campus Minister

Lay person (rostered and non-rostered) serving in a campus ministry setting where at least one half of his or her time is dedicated to campus ministry.

Campus Ministry Policies and Procedures

The policies and procedures adopted by the Church Council regarding campus ministry in this Church.

Campus Pastor

Ordained clergy person serving under call in a campus ministry setting where at least one half of his or her time is dedicated to campus ministry.

Church

The religious denomination known as the Evangelical Lutheran Church in America.

Church Council

The board of directors of this church which shall serve as the interim legislative authority between meetings of the Churchwide Assembly.

Churchwide Organization

The expression of the Evangelical Lutheran Church in America defined in Chapter 11 of the ELCA's Constitution, Bylaws, and Continuing Resolutions (CBCR). It is a Minnesota nonprofit corporation with its principal place of business at 8765 West Higgins Road, Chicago, Illinois 60631. The legal name of the Churchwide Organization is the Evangelical Lutheran Church in America. The Evangelical Lutheran Church in America is also the name of the broader religious denomination, including its three primary expressions – congregations, synods, and the churchwide organization - as well as numerous ministries. In order to avoid confusion, for purposes of these policies and procedures, whenever reference is made to the denomination the terms Evangelical Lutheran Church in America, ELCA, and church shall be employed. Whenever reference is made to the corporation that is the churchwide organization, the term churchwide organization shall be used.

Director for Campus Ministry

The individual within VE principally responsible for ensuring that the churchwide organization carries out its campus ministry roles and responsibilities defined in the CBCR and these Policies and Procedures and supervising the CCMT. The Director for Campus Ministry is supervised by the Executive Director of VE.

Evangelical Lutheran Church in America (ELCA)

For purposes of these policies and procedures the term Evangelical Lutheran Church in America (ELCA) refers to the religious denomination known by that name which includes three expressions – congregations, synods, and the churchwide organization - as well as numerous ministries. The name, Evangelical Lutheran Church in America, is also the corporate name of the churchwide organization. For purposes of these policies, whenever reference is made to the corporation that is the churchwide organization, the term churchwide organization shall be used. (See “Churchwide Organization” above).

Vocation and Education (VE)

An unincorporated program unit of the churchwide organization as defined in CBCR provision 16.12.C05. VE is responsible for developing and recommending Campus Ministry Policies and Procedures to the Church Council. The CCMT is organizationally part of VE.

IV CAMPUS MINISTRY COORDINATION

Campus ministry in this church involves the separate ministries of the churchwide organization, synods, ACMAs, and CMAs. Each of these separate ministries has its own primary focus. For CMAs that focus is on a specific campus or campuses. For ACMAs and synods, the focus is on the ministries of CMAs within their territory. For the churchwide organization, the focus is on all of the ministries that contribute to the Campus Ministry Mission.

The churchwide organization coordinates the ministries that contribute to the Campus Ministry mission (churchwide organization, synods, ACMAs, and CMAs) primarily through the Campus Ministry Policies and Procedures. The Campus Ministry Policies and Procedures do not constitute or create a partnership, joint venture, pooling arrangement, agency relationship, or formal business organization of any kind between the churchwide organization, synods, ACMAs, and/or CMAs. Rather, the Campus Ministry Policies and Procedures describe the methods by which these separate ministries are coordinated to advance the Campus Ministry Mission.

The CCMT is responsible for interpreting the Campus Ministry Policies and Procedures to synods, ACMAs, CMAs, and the broader church. Annually, the CCMT shall gather information from synods, ACMAs, and CMAs regarding the effectiveness of the Campus Ministry Policies and Procedures and assess the need (if any) for changes or additions. Such assessments shall to the extent practical and advisable include consultation with synods, ACMAs, and CMAs. When changes or additions are deemed necessary, the CCMT shall propose language to the VE Executive Director. Editorial and non-substantive changes shall be included in the next publication by decision of the VE Executive Director. For proposed substantive changes, the VE Executive Director will consult with the members of VE Program Committee and shall make recommendations to the appropriate committee of the Church Council, for presentation to the Church Council consistent with CBCR 16.12.13.

V CAMPUS MINISTRY AND THE CHURCHWIDE ORGANIZATION

- A.** The churchwide organization is called, like synods, ACMAs, and CMAs, to advance the Campus Ministry Mission. For the churchwide organization, this call includes:
- 1.** Advocating for and interpreting the Campus Ministry Mission throughout the entire church;
 - 2.** Developing strategies for assisting this church to educate and evangelize publicly in higher education settings;
 - 3.** Developing, implementing, and managing a system to coordinate the separate ministries of the churchwide organization, synods, ACMAs, and CMAs which advances the Campus Ministry Mission;

4. Developing, and coordinating the disbursement of, financial resources with synods and ACMAs to CMAs for campus ministry;
 5. Identifying and developing programmatic, ministry, and pastoral resources to support the campus ministries of synods, ACMAs, CMAs, Campus Pastors, and Campus Ministers;
 6. Providing insight, counsel, and guidance to synods, ACMAs, and CMAs during the Campus Pastor and Campus Minister call process;
 7. Encouraging new Campus Ministry starts and developing and providing resources for new Campus Ministry starts;
 8. Coordinating a system of congregations to perform ministry at colleges and universities where professional campus ministry staff are not employed; and
 9. Fostering relationships with Lutheran Student Movement, ecumenical student movements, and other denominational campus ministries.
- B.** The churchwide organization primarily carries out its responsibilities through the Churchwide Campus Ministry Team (CCMT) in VE. In addition, to the responsibilities listed above, the CCMT is called to:
1. Continually interpret this vital ministry to this church and explain how supporting this ministry advances the broader ministry of this church;
 2. Continually encourage this church to provide financial and non-financial support to further the Campus Ministry Mission;
 3. Regularly gather information about the various ministries engaged in campus ministry and how the resources provided by this church advance the Campus Ministry Mission and the broader ministry of this church; and
 4. Regularly inform this church about the various ministries engaged in campus ministry and how the resources provided by this church advanced the Campus Ministry Mission and the broader ministry of this church. Minimally, the CCMT, shall:
 - a. Provide synods and ACMAs with a summary and copies of all Annual Report and Operating Grant Request Forms completed by or on behalf of the CMAs supported by the synod or ACMA.
 - b. Provide an annual summary report to the Vocation and Education program committee and the Church Council.

5. Regularly monitor the effectiveness of the Campus Ministry Policies and Procedures based on feedback from the Staff Advisory Committee, CMAs, ACMAs, and synods.

VI CAMPUS MINISTRY AND SYNODS

Synods, like the churchwide organization and CMAs, are called to advance the Campus Ministry Mission. For synods, this call includes:

1. Advocating for the Campus Ministry Mission;
2. Developing and distributing financial resources to support the Campus Ministry Mission and in particular the work of CMAs;
3. Consulting with the churchwide organization on ways to advance the Campus Ministry Mission in general and within each synod; and
4. Consulting with the CCMT before issuing, or a synod's bishop attesting, a call involving significant campus ministry responsibilities.

In some areas of the country a synod(s) have formed an ACMA for the specific purpose of advancing the Campus Ministry Mission in the constituent synods.

VII CAMPUS MINISTRY AND CAMPUS MINISTRY AGENCIES

The CMAs, like the churchwide organization and synods, are called to advance the Campus Ministry Mission. For a CMA, this call involves ministering to and with students, faculty, and others on one or more campuses. A CMA's ministry necessarily involves annually developing plans, goals, and budgets that allow the CMA to effectively conduct a ministry centered in Word and Sacrament, that 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, and 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.

VIII CAMPUS MINISTRY STAFF AND COLLEGIALITY

Establishing and maintaining connections between those serving in campus ministry settings is essential to the vitality and effectiveness of campus ministry. Collegiality needs to remain a high priority.

A. Staff Education and Development

Churchwide and regional conferences, and continuing education events, provide opportunities for new and experienced campus ministry personnel to learn and grow and need to be offered on a regular basis. Although financial support may not be available for all, these opportunities need to be open to all interested parties: campus ministry staff from both funded and currently unfunded sites, church and college/university personnel who support campus ministry in their communities, etc.

B. Staff Advisory Committee

The CCMT shall continue to facilitate and support the Staff Advisory Committee, which consists of one representative from each region of the ELCA who is selected by his/her peers. The role of the committee will be to provide feedback to the CCMT on a wide range of topics, including the policies and procedures governing campus ministry.

When requested the Staff Advisory Committee will elect from its membership a liaison to the program committee of VE.

IX OPERATING GRANTS

A. Introduction

Operating Grants are annual financial awards provided to CMAs by the churchwide organization, synods, and/or ACMA's to engage in campus ministry and advance the Campus Ministry Mission. CMAs that are eligible under these Campus Ministry Policies and Procedures may request and receive synodical, ACMA, and/or churchwide Operating Grants.

B. Mission Feasibility Factors

Each year the CCMT, synods, and ACMAs must decide the best way to carry out the Campus Ministry Mission given the available resources. This requires the CCMT, synods, and ACMAs to make strategic choices about where to invest the resources with which each has been entrusted. Principally, this requires a determination of which combination of ministries, if supported with Operating Grants, would most effectively advance the Campus Ministry Mission. This strategic ministry decision cannot be reduced to an objective formula. Instead, the CCMT, synods, and ACMAs must consider a variety of factors that collectively inform this strategic ministry decision. The following Mission Feasibility Factors must be considered in making this decision:

- Strategic significance for ministry of this church
- Consensus among local entities, synods, and the churchwide organization to establish and maintain a Lutheran presence on one or more campuses to be served by a ministry
- Opportunities for ecumenical cooperation
- Financial sustainability
- Accessibility to students
- Commitment to ministry in a multi-cultural context
- National/regional significance of the institution

The Mission Feasibility Factors are used for the following purposes:

- To assess whether the start of a new CMA to serve one or more campuses would advance the Campus Ministry Mission;
- To initially assess whether a ministry is eligible to request Operating Grants; and
- To assess whether, in connection with a CMA's Quadrennial Review, the CMA's eligibility to request Operating Grants should be renewed for an additional four years.

The CCMT shall develop assessment procedures based on these Factors.

C. Operating Grant Eligibility Criteria

As discussed above, the Mission Feasibility Factors are used to make strategic ministry decisions about where to invest the financial resources designated by the churchwide organization, synods, and ACMAs for campus ministry. The application of the Mission Feasibility Factors requires informed judgment shaped by the particular circumstances of each case. In addition to this judgment, there are certain minimum objective criteria a CMA must meet. These objective criteria reflect the minimum attributes a CMA must have to effectively use Operating Grants and therefore to be eligible to request and receive them. The Operating Grant Eligibility Criteria ("Criteria") are as follows:

1. CMA must annually develop plans, goals, and budgets that allow the CMA to effectively conduct a ministry centered in Word and Sacrament, that 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, and 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.

2. CMA must be:
 - a nonprofit corporation in good standing; or
 - an unincorporated ministry of a synod, incorporated ACMA, or congregation.¹
3. CMA must be:
 - exempt from federal income tax pursuant to Internal Revenue Code Section 501(c)(3); or
 - an unincorporated ministry of a synod, incorporated ACMA, or congregation exempt from federal income tax pursuant to Internal Revenue Code Section 501(c)(3).
4. CMA must be:
 - eligible for inclusion in the churchwide organization's Group Tax Exemption; or
 - an unincorporated ministry of a synod, incorporated ACMA, or congregation which is eligible for inclusion in the churchwide organization's Group Tax Exemption.
5. CMA must have or adopt a mission statement consistent with the Campus Ministry Mission.²
6. CMA must abide by the Campus Ministry Policies and Procedures.
7. CMA must keep complete and accurate records regarding all programs, services, and activities conducted by the CMA sufficient to evaluate the effectiveness of the CMA's programs and to comply in a timely manner with all applicable churchwide organization, synodical, and ACMA reporting requirements.³
8. CMA must maintain complete and accurate financial records.⁴
9. CMA must comply with all applicable local, state, and federal laws.
10. CMA must comply with the ELCA Constitution, Bylaws, and Continuing Resolutions.
11. CMA must maintain insurance with minimum coverages and limits consistent with the coverages and limits of the ELCA's endorsed program for congregations.⁵

¹ When a CMA is an unincorporated ministry of a congregation, ACMA, or synod, the CMA will be deemed to have met the Criteria if the congregation, ACMA, or synod meets the Criteria.

² If the CMA is an unincorporated ministry of a synod, ACMA, or congregation, the synod, ACMA, or congregation should adopt a resolution providing that the mission of the CMA is the Campus Ministry Mission.

³ For a CMA that is an unincorporated ministry of a synod, ACMA, or congregation this requirement is limited to the ministry of the CMA and is not intended to apply to the other ministries of the congregation, synod, or ACMA.

⁴ See footnote 2

⁵ See footnote 2

12. CMA must endeavor to pay its staff consistent with the guidelines adopted by the synod(s) which financially support the ministry of the CMA.⁶
13. Campus Pastors employed by CMAs must be on the clergy roster of the ELCA; 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 and will be serving at a CMA where altar and pulpit fellowship has been approved as provided in CBCR provisions 2.05, 8.74, and 8.75.⁷
14. Campus Ministers employed by CMAs must have the following minimum qualifications:
 - Bachelor's Degree; and
 - On a lay roster of the ELCA; or
 - Serving in a multi-staff position supervised by a person on the lay roster of the ELCA or the clergy roster of the ELCA or another denomination in full communion with the ELCA;
 - Serving as a Campus Minister at an ELCA affiliated CMA on or before July 1, 2003.
15. CMA must use all resources received from the churchwide organization, synod(s), ACMAs, congregations, and other donors in ways that advance the Campus Ministry Mission.

D. Operating Grant Eligibility Determination Process

1. Previously Approved CMAs

The Operating Grant Eligibility Determination Process is designed for ministries that have not previously received churchwide, synodical, and/or ACMA funding for campus ministry. CMAs receiving churchwide organization, synodical, and/or ACMA Operating Grants as of July 1, 2003 are deemed to have been previously approved to request and receive Operating Grants and are not required to complete the Operating Grant Eligibility Determination Process defined below. All questions regarding whether a CMA is previously approved shall be resolved by the Director for Campus Ministry. Previously Approved CMAs are asked to:

- Provide a completed Campus Ministry Operating Eligibility Grant Application for Previously Approved CMAs and
- Abide by the Campus Ministry Policies and Procedures.

⁶ See footnote 2

⁷ CBCR provision 8.74 states: This church, in accord with constitutional provision 2.05, acknowledges as one with it in faith and doctrine all churches that accept the teaching of the Unaltered Augsburg Confession and understands that altar and pulpit fellowship with congregations and other entities of such churches may be locally practiced. Local practice of altar and pulpit fellowship, in accord with the churchwide constitutional provision 2.05, is subject to the approval of the Synod Council, upon endorsement by the synodical bishop. Notice of such approval is to be given to the presiding bishop as the chief ecumenical officer of the Evangelical Lutheran Church in America.

Previously approved CMAs that do not provide a completed application by February 1, 2004 will not be eligible to request or receive synodical, ACMA, and/or churchwide organization Operating Grants.

2. Operating Grant Eligibility Determination Process for New CMAs

a. Identifying Ministries to Advance the Campus Ministry Mission

Everyone committed to campus ministry is encouraged to identify ministries they believe will further the Campus Ministry Mission and to contact the CCMT about ministries they believe should be considered for Operating Grant eligibility. The CCMT, and the synod(s) and/or ACMA which would provide financial support for the ministry, will use the Mission Feasibility Factors to make a preliminary determination about whether supporting the ministry would fulfill the Campus Ministry Mission. If a positive preliminary determination is rendered, the CCMT will encourage the ministry to submit an Operating Grant Eligibility Application and formally begin the Operating Grant Eligibility Determination Process so that they may be eligible to request funds for the next granting cycle.

In circumstances where a positive preliminary determination is rendered and funds are readily available to support a prospective CMA in a current granting cycle, the Director for Campus Ministry may grant provisional eligibility to the prospective CMA for one year. During that year, the prospective CMA will submit an Operating Grant Eligibility Application and formally begin the Operating Grant Eligibility Determination Process.

b. Application

The ministry will be asked to submit an Operating Grant Eligibility Application. The CCMT shall provide a copy of the ministry's completed Operating Grant Eligibility Application to the synod(s) and/or ACMA that would provide financial support to the ministry.

c. Application Review

The CCMT will review the ministry's application to make an initial determination regarding whether the application is complete and the ministry meets the Criteria.

- If the application is complete and it appears from the application that the ministry meets the Criteria, the CCMT shall request in writing an on-site visit with the ministry. The on-site visit shall be scheduled at the earliest convenient time, generally within three (3) months after the CCMT's written request for an on-site visit.
- If the application is incomplete or does not contain sufficient information to determine if the ministry meets the Criteria, the CCMT will invite the ministry to provide additional information so that a determination can be

made. If the ministry does not provide the requested information within thirty (30) days of the CCMT's request (or within any additional time specified by the Director for Campus Ministry), the ministry's application will be considered to have been withdrawn.

- If the ministry does not meet the Criteria, the CCMT will provide written notification to the ministry (and the synod(s) and/or ACMA that would have provided financial support for the ministry) that the ministry did not meet the Criteria and that for this reason the ministry's application has been denied. The notification of denial shall be signed by the Director for Campus Ministry, with copies sent to the synod(s) and/or ACMA that would have provided support for the ministry.

d. On-Site Visit

The purpose of the on-site visit is to learn more about the ministry and to further evaluate whether the ministry meets the Criteria and whether providing support to the ministry advances the Campus Ministry Mission.

The on-site visit shall be conducted by a Review Committee established by the CCMT. The Review Committee shall include:

- A member of the CCMT;
- The designated representative(s) for the synod(s) and/or ACMA that would provide financial support for the ministry if it were recognized as a CMA;
- Such other people as the CCMT and synod(s) and/or ACMA determine are appropriate.

Following the on-site visit, the Review Committee will prepare and submit a written report to the Director for Campus Ministry which either (i) confirms that the ministry meets the Criteria and supporting the ministry would be in the best interest of the Campus Ministry Mission; (ii) states that the ministry would meet the Criteria and supporting the ministry is in the best interest of the Campus Ministry Mission, if the ministry took certain actions; or (iii) identifies the reasons that the ministry does not meet the Criteria or supporting the ministry would not be in the best interest of the Campus Ministry Mission. The report shall also recommend one of the following: (i) approve the ministry's application; (ii) approve the ministry's application contingent on the ministry taking the recommended actions; or (iii) deny the ministry's application.

In situations where prospective CMAs are expected to receive an operating grant of less than \$5000.00 annually, an on site visit is not required. A Review Committee (as defined above) will use the application materials as a basis for submitting a report and recommendation to the Director for Campus Ministry.

e. Eligibility Decision

Approximately two weeks after receiving the Review Committee's Report and recommendation, the Director for Campus Ministry shall render a decision based upon the ministry's application, the Review Committee's report and recommendation, and whether the Director for Campus Ministry has determined that the Campus Ministry Mission is best served by approving the ministry's application. The Director for Campus Ministry shall promptly provide written notification to the ministry and the appropriate synod(s) and/or ACMA of his or her decision to grant or deny the ministry's application. If the Director for Campus Ministry's decision is inconsistent with the recommendations of the Review Committee, the Director shall include a written explanation of his or her decision.

A determination that a ministry is not eligible to request operating grants should not be interpreted as mandating the cessation of that ministry or as a judgment on the value of the ministry. Rather, it is merely a determination that adding that ministry to the list of eligible CMAs would not be the most effective way to advance the Campus Ministry Mission.

E. Effect of Operating Grant Eligibility

1. CMA May Request Operating Grants

A determination that a CMA is eligible to request Operating Grants enables the CMA to request synodical, ACMA, and/or churchwide organization Operating Grants subject to the terms and conditions of these Campus Ministry Policies and Procedures and such additional terms and conditions as a synod or ACMA may prescribe. A determination that a ministry is a CMA and therefore eligible to request Operating Grants does not guarantee that a CMA will receive an Operating Grant; however, it represents the good faith intent to provide support for the CMA during the eligibility term.

2. Duration of CMA's Eligibility to Request Annual Operating Grants

A CMA's eligibility to request churchwide, synodical, and/or ACMA Operating Grants will automatically renew on an annual basis during each year of the CMA's Operating Grant eligibility term (Eligibility Term), as long as a CMA complies with the terms of the Campus Ministry Policies and Procedures, as well as the terms of any synodical or ACMA Operating Grant(s), and has not had its eligibility revoked.

a. Eligibility Term

With the exception of the initial Eligibility Term for Previously Approved CMAs, the Eligibility Term of a CMA shall be for four years with the term commencing on February 1 of the year following the date of approval or renewal.

b. Initial Eligibility Term for Previously Approved CMAs

For each Previously Approved CMA, the CCMT shall assign an initial Eligibility Term which shall begin on February 1, 2004. The duration of the initial Eligibility Term shall vary in order to stagger the initial Quadrennial Reviews discussed below. Generally, the initial Eligibility Terms of Previously Approved CMAs shall be staggered consistent with the duration of campus ministry term calls in effect as of July 1, 2003. However, no Quadrennial Reviews will be conducted until 2005 in order to allow the CCMT, synods, ACMAs, and Previously Approved CMAs to become familiar with and to assess the Campus Ministry Policies and Procedures. After a Previously Approved CMA's initial Eligibility Term and initial Quadrennial Review, a CMA's Eligibility Term shall be four years.

F. Operating Grant Awards

Each year the churchwide organization, the synods, and/or ACMAs allocate funds to provide Operating Grants to support the ministry of CMAs. An Operating Grant represents a good faith intention by the churchwide organization, the supporting synod(s), and/or the ACMA to pay the Operating Grant award to the CMA. However, the ability of the churchwide organization, a synod, and/or an ACMA to pay the full grant award in any given year is dependent on the actual availability of financial resources. The following policy outlines the procedures used to allocate Operating Grants.

1. Campus Ministry Budget

Each year the churchwide organization allocates a portion of its budget to the Vocation and Education program unit which allocates a portion of that budget to campus ministry for Operating Grants, Special Grants, and the development and maintenance of programmatic and ministry resources. This allocation is prepared by the Director for Campus Ministry in consultation with the Executive Director for VE.

2. Intra-Regional Allocation of Churchwide Operating Grant Funds

On or about August 1st of each year, each synod and/or ACMA shall advise the CCMT of the amount of money allocated in the synod and/or ACMA budget for Operating Grants for the following budget year.

On or about September 30th of each year, the CCMT shall allocate the churchwide Operating Grant funds among the synods and/or ACMAs within each Region. This allocation shall be based on the best way to fulfill the Campus Ministry Mission. The final decision regarding this allocation shall rest with the CCMT, subject to the approval of the Director for Campus Ministry.

The total funds available in any given year for Operating Grants in a particular synod or ACMA equals the sum of churchwide organization funds allocated for Operating Grants in that synod or ACMA, funds allocated by the synod(s) for Operating Grants in that synod or ACMA, and in some instances funds generated by the ACMA itself.

3. Operating Grant Awards

On or before July 1st of each year, CMAs must complete and submit an Annual Report and Operating Grant Request Form to the CCMT. CMAs that fail to submit a completed Annual Report and Operating Grant Request Form by July 1st cannot be considered for churchwide organization, synodical, and/or ACMA Operating Grant awards for the upcoming year. On or before August 1st of each year the CCMT shall provide each synod and ACMA with copies of the Annual Report and Operating Grant Request Forms received by the CCMT for the CMAs within a synod or ACMA.

On or before November 15th of each year, the CCMT, in consultation with the appropriate synod or ACMA, shall determine the amount of a churchwide organization Operating Grant to provide a CMA. Likewise, on or before November 15th of each year, the appropriate synod and/or ACMA, in consultation with the CCMT, shall determine the amount of a synodical or ACMA Operating Grant to award a CMA. In making these decisions, the following shall be considered:

- i. The effective use of the Operating Grants to fulfill the Campus Ministry Mission;
- ii. The CMA's Annual Report and Operating Grant Request;
- iii. The strategic importance of the CMA's ministry;
- iv. The effectiveness of the CMA's ministry;
- v. The CMA's financial need; and
- vi. Such other factors and information as the churchwide organization, synods, and/or ACMA deem appropriate.

On or before November 30th of each year, the CCMT shall notify each CMA whether and to what extent the CMA has received a churchwide organization and/or synodical/ACMA Operating Grant award. Generally, churchwide organization Operating Grant awards shall be paid in twelve (12) equal monthly installments with the first installment in February and the last installment in January of the following year.

G. Quadrennial Review, Withdrawal, and Revocation

1. Quadrennial Review⁸

Every four years a CMA's ministry will be reviewed to determine whether the CMA's eligibility to request Operating Grants should be renewed for another term. The purpose of and process for a Quadrennial Review are as follows:

⁸ As discussed above, the initial terms of the Campus Ministry Agreements for Previously approved CMAs will vary. This variation in the initial term shall to the extent possible be based on the term call schedule in existence as of July 1, 2003. The reason for this variation in the initial terms and the date of the initial "Quadrennial Review" is because the CCMT does not have the human resources to conduct Quadrennial Reviews for all previously approved CMAs in the same year. The first "Quadrennial Reviews" will begin in 2005.

a. Purpose

The purpose of the Quadrennial Review is to:

- i.** Evaluate the CMA's ministry;
- ii.** Assess the CMA's financial and non-financial support needs;
- iii.** Verify that the CMA is in compliance with the Campus Ministry Policies and Procedures; and
- iv.** Identify ways to improve the separate ministries of the CMA, CCMT, and supporting synod or ACMA as well as the cooperation among the CMA, the CCMT, and the associated synod or ACMA.

b. Process

i. Quadrennial Report

The Quadrennial Review begins with the CCMT notifying the CMA on or about June 15 of the third year of the CMA's Eligibility Term of the need to schedule a Quadrennial Review and prepare and submit a Quadrennial Review Report and Ministry Plan. The CCMT will provide the CMA with a Quadrennial Review Report and Ministry Plan Form.

ii. Quadrennial Review Committee

For CMAs receiving Operating Grants of less than \$5000.00 annually, an on-site review is not required. However, the CMA, CCMT, and/or the appropriate synod and/or ACMA may request an on-site visit when it is believed the ministry of the CMA may be improved and the Campus Ministry Mission advanced by an on-site visit. For all other CMAs, the CCMT shall schedule no less than 90 days prior to the beginning of the review an on-site visit with the CMA and a Review Committee. The on-site visit shall occur on or before May 15 of the fourth year of the Eligibility Term. The on-site visit shall be conducted by a Review Committee established by the CCMT. The Review Committee shall include:

- A member of the CCMT;
- The designated representative(s) for the synod(s) and/or ACMA that provide financial support for the CMA;
- A CMA peer chosen by the CCMT in consultation with the CMA; and
- Such other persons as the CCMT and/or synod or ACMA determines are appropriate.

The Review Committee shall be selected and the Quadrennial Review Report and Ministry Plan filed with the CCMT approximately one month prior to the scheduled review.

iii. Review Committee Report and Recommendation

Approximately two weeks after the on-site visit the Review Committee will prepare and submit a written report to the Director for Campus Ministry which either (i) confirms that the CMA meets the Criteria and supporting the CMA would be in the best interest of the Campus Ministry Mission; (ii) states that the CMA would meet the Criteria or supporting the CMA would be in the best interest of the Campus Ministry Mission, if the CMA took certain actions; or (iii) identifies the reasons that the CMA does not meet the Criteria or that supporting the CMA would not be in the best interest of the Campus Ministry Mission. The report shall also recommend one of the following: (i) renew the CMA's eligibility; (ii) approve the CMA's eligibility renewal contingent on the CMA taking the recommended actions; or (iii) deny the CMA's renewal. Generally, the CCMT will advise the CMA of its recommendation at the conclusion of the on-site visit.

iv. Renewal Determination

Following receipt of the Review Committee's Quadrennial Review Report and Recommendation the Director for Campus Ministry shall promptly render a decision based upon the Mission Feasibility Factors, the CMA's Quadrennial Review Report and Ministry Plan, the Review Committee's Quadrennial Review Report and Recommendation, and whether the Campus Ministry Mission is best served by renewing the CMA's Operating Grant eligibility. The Director for Campus Ministry shall provide written notification to the CMA and the appropriate synod(s) and/or ACMA of his or her decision to grant or deny the CMA's renewal along with a copy of the Review Committee's report and recommendations. If the Director for Campus Ministry's decision is inconsistent with the recommendations of the Review Committee, the Director shall include a written explanation of his or her decision.

2. Withdrawal from Eligibility

In the event that a CMA no longer desires to be eligible for Operating Grants, it may withdraw from eligibility by providing the CCMT with written notice of its desire to withdraw its eligibility.

3. Eligibility Revocation

The Director for Campus Ministry, after consultation with the CCMT and the supporting synod(s) and/or ACMA, may revoke a CMA's eligibility if the CMA is not in compliance with the Campus Ministry Policies and Procedures. If a CMA has its eligibility revoked or not renewed, and if that CMA thereafter desires to be eligible for Operating Grants, the CMA must complete the eligibility determination process. Prompt written notice of any revocation shall be sent to the CMA, the

CCMT, and the supporting synod(s) and/or ACMA. The CMA is solely responsible for any impact that any revocation may have upon the CMA or any third party.

X SPECIAL GRANTS

In addition to Operating Grants, the CCMT may, from time to time, offer grants for purposes other than supporting the daily operations of a CMA's ministry. For each special grant offered by the CCMT, the CCMT shall adopt a written policy that at a minimum sets forth the following:

- A. The purpose of the Special Grant;
- B. How the Special Grant advances the Campus Ministry Mission;
- C. How and by whom the Special Grant will be funded;
- D. The duration of the Special Grant program;
- E. Who may request the Special Grant;
- F. How an eligible applicant requests;
- G. The process and standards used to evaluate the requests and award the grants;
- H. The use and reporting obligations of the recipient; and
- I. How Campus Ministry will evaluate the success of the grant program.

XI CAMPUS PASTOR AND CAMPUS MINISTER CALLS

A. **Introduction**

Campus ministry occurs in a distinctive setting which requires a distinctive set of ministry gifts. The CCMT, synods, ACMAs, and CMAs each play distinct and critical roles in the call of a Campus Pastor or Campus Minister to a particular campus ministry setting. The purpose of this section is to identify those distinct, but related roles and how the CCMT, synods, ACMAs, and CMAs participate in the call process.

B. **The Nature of a Call**

Understanding these respective roles and responsibilities begins with a clear understanding of the nature of a call. One aspect of a call is the ecclesiastical relationship and another is the employment relationship, both of which exist when a Campus Pastor or rostered Campus Minister are called to a campus ministry setting. The ecclesiastical relationship exists between a rostered person and one of the expressions of the ELCA (churchwide organization, synod, or congregation). That relationship is defined and governed by the CBCR and in particular provisions 7.40 *et seq.* and 7.52.20 *et seq.* By contrast, the employment relationship is between the employee (Campus Pastor or Campus Minister) and the employer (e.g. a CMA, ACMA, or synod). The interrelationship between the ecclesiastical and employment aspects of a call can be confusing. While a call may create

both an ecclesiastical and an employment relationship, this is not always the case.⁹ In addition, the parties to each relationship may be different. For example, a Campus Pastor may be employed by a CMA, but called by a synod. In the context of campus ministry the parties to the ecclesiastical and employment relationships usually fall into one of the following patterns:¹⁰

- **Congregationally based CMA:** Where the CMA is congregationally based, the call is between the Campus Pastor or rostered Campus Minister and the congregation that employs the Campus Pastor or rostered Campus Minister.
- **Independent CMA without an ACMA:** Where the CMA is an independent nonprofit corporation, the employment relationship is between the Campus Pastor or Minister and the CMA. However, because the CMA is not an expression of the ELCA (as defined in the CBCR), it cannot extend the call. In these situations, the call is extended by the synod in which the CMA is located.
- **ACMA with independent CMAs:** Where there is an ACMA and independent CMAs, the employment relationship is either between the CMA and the Campus Pastor or Minister or the ACMA and the Campus Pastor or Minister. However, because neither the ACMA nor the CMA is an expression of this church, neither can extend the call. In these situations the call is extended by the synod in which the CMA is located.
- **ACMA without independent CMAs:** Where there is an ACMA and no independent CMAs, the employment relationship is between the ACMA and the Campus Pastor or Minister. However, because the ACMA, like the CMA, is not an expression of the ELCA, it cannot extend the call. In these situations, the call is extended by the synod in which the campus to be served by the Campus Pastor or rostered Campus Minister is located.
- **Synod without independent ACMAs or CMAs:** Where the CMA is an unincorporated ministry of a synod, the call will be between the Campus Pastor or rostered Campus Minister and the synod that employs the Campus Pastor or Minister.

C. **The Churchwide Campus Ministry Team Role**

As discussed above, the churchwide organization is never the employer or source of call for a Campus Pastor or Minister. The CCMT's role in the call process is to provide insight, counsel, and guidance regarding the compatibility of ministry gifts of individuals interested in serving as Campus Pastors and Ministers, and the ministry needs of a particular campus ministry setting. The CCMT understands the distinctive ministry gifts a Campus Pastor or Minister must possess to serve in a campus ministry setting. The CCMT seeks to identify individuals with the interest and the ministry gifts to serve in a campus ministry setting. As

⁹ In those circumstances where a Campus Minister is not rostered, a call is not extended by an expression of this church.

¹⁰ Source of calls are determined by reference to the CBCR, Chapter 7.

a result, the CCMT is often aware of individuals interested in serving as Campus Pastors or Campus Ministers and their ministry gifts. The CCMT is often aware of the particular ministry gifts needed to serve a specific campus ministry setting. As a result of this perspective, the CCMT is able to provide insight, counsel, and guidance to CMAs, ACMAs, and synods regarding whether the ministry gifts of a Campus Pastor or Minister are a good fit for campus ministry in general and for a specific campus ministry setting.

D. The Synod Role

The role of a synod in calling a Campus Pastor or rostered Campus Minister is well defined in the ELCA Constitution, Bylaws, and Continuing Resolutions. Nothing in these policies and procedures shall be construed to diminish or alter the role of synods defined in these documents. These policies merely serve to reaffirm this role and the ecclesiastical obligation of the CCMT, CMAs, ACMAs, and synods to abide by these and all other provisions of the CBCR, as well as to consult with each other before requesting, extending, or attesting a call involving a campus ministry setting.

E. The CMA or ACMA Role

CMAs or 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 CCMT and the synod before deciding to employ (and, in the case of a congregationally based CMA, call) a Campus Pastor or Minister.

F. Vacancies

Whenever a vacancy occurs in a campus ministry setting, the 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 compatibility of ministry gifts and needs and the best way to fulfill the Campus Ministry Mission.

XII

MINISTRY AND PROGRAMMATIC RESOURCES

A. Introduction

In addition to providing financial support for campus ministry, the churchwide organization develops non-financial resources to support the campus ministries of synods, ACMAs, CMAs, Campus Pastors, and Campus Ministers. The CCMT shall regularly seek input from synods, ACMAs, CMAs, Campus Pastors, and Campus Ministers regarding the types of resources needed to advance the Campus Ministry Mission.

B. Consultations

CMAs, ACMAs, synods, Campus Pastors, and Campus Ministers regularly confront a myriad of ministry issues. In some instances, a ministry may benefit from the perspective of a third party familiar with the ministry and capable of providing prayerful insight and counsel on options for the ministry to meet the challenge at hand. The CCMT shall serve as a resource to synods, ACMAs, CMAs, Campus Pastors, and Campus Ministers providing counsel and information related to the ELCA, the churchwide organization, the CCMT, CCMT programs, and other ministry and programmatic related issues.

In the case of alleged local difficulties that imperil the effective functioning of a CMA's ministry, the CCMT shall make itself available to assess the situation, provide counsel on options for returning the CMA to effective ministry and, when necessary and requested by the CMA and /or appropriate synod or ACMA, mediate the situation.

Synods, ACMAs, CMAs, Campus Pastors, and Campus Ministers regularly confront a myriad of legal and financial issues. The CCMT may not provide legal or financial advice to anyone including, but not limited to, synods, ACMAs, CMAs, Campus Pastors, and Campus Ministers. This prohibition includes, but is not limited to, providing advice on tax, litigation, real estate, leases, contracts, risk management, insurance, accounting, employment practices, and intellectual property matters.

C. Resources

In addition to providing ministry consultations, the CCMT shall identify and develop ministry and programmatic resources which assist in fulfilling the Campus Ministry Mission and the responsibilities of the Vocation and Education program unit.. These resources can take many forms including memos, books, websites, listservs, bulletin boards, chat rooms, software, articles, professional referral lists, seminars, conferences, and continuing education programs. The CCMT will work to identify and develop programmatic resources on topics including, but not be limited to:

- **Worship**
- **Evangelism and outreach**
- **Christian education and faith development**
- **Hospitality and community building**
- **Community service**
- **Pastoral care**
- **Leadership development**
- **Justice and advocacy**
- **Stewardship and fundraising**
- **Vision and planning**
- **Ecumenical and interfaith cooperation**
- **Building relationships with synod(s), congregations, ecumenical partners, the educational institution(s) being served, Lutheran Student Movement, and other campus ministry organizations and religious groups**

- **Staff education and development (e.g. New Campus Ministry Staff Orientation and Campus Ministry Conference)**
- **Board development and corporate governance**
- **Risk management (e.g. insurance)**
- **Campus Ministry Policies and Procedures**

While the CCMT may not provide direct advice on legal and financial matters, the CCMT may, with the approval of legal counsel and the Office of the Treasurer of the churchwide organization, identify and develop resources (e.g. books, websites, articles, memos, and professional referral lists) that a CMA may find helpful in navigating financial and legal issues.

XIII

CAMPUS MINISTRY AGENCY STARTS

A. Introduction

While the churchwide organization does not directly engage in campus ministry on any campus or directly minister to students and faculty, it can provide resources necessary to start a new CMA for that purpose. When the CCMT, in consultation with the appropriate synod or ACMA, comes to the conclusion that the Campus Ministry Mission is best served by starting a new CMA, the following procedure is to be followed by the CCMT:

1. Assessment

The procedure to start a new CMA begins when the Director for Campus Ministry, in consultation with the other members of the CCMT and the representatives of the synod(s) and/or ACMA that will support the CMA, determines that it is in the best interest of the Campus Ministry Mission to start a new CMA to serve a particular campus or group of campuses. This decision will be made after considering the Mission Feasibility Factors outlined above.

2. Incorporation of a New Campus Ministry Agency

Once a decision has been made to start a new CMA, the Director for Campus Ministry shall contact the churchwide organization's general counsel. If the new CMA will not be an unincorporated ministry of a congregation or ACMA, the churchwide organization's general counsel shall oversee the creation of a new nonprofit corporation for the new CMA.

3. New CMA's Ministry

If the new CMA requires the creation of a nonprofit corporation, no other action may be taken with regard to the new CMA until the nonprofit corporate entity has been created. After the entity has been created the nonprofit corporation shall be legally responsible for conducting the activities of the new CMA. Where the new CMA will function as a ministry of an existing ACMA or congregation, the ACMA or congregation shall be legally responsible for conducting the activities of the new CMA. In both instances, these responsibilities shall include, but not be limited to,

staff selection, supervision, and retention. Once the corporation is formed, the new CMA must complete the Operating Grant Eligibility Process.

XIV

COOPERATING CONGREGATIONS IN CAMPUS MINISTRY

Cooperating Congregations in Campus Ministry are those communities of faith located in reasonable proximity to one or more institutions of higher education that understand ministry to the academic community, and to students in particular, as an important part of their congregational mission to serve Christ. This cooperation may take any of several forms:

- Congregations may agree to provide financial support for a specific campus ministry (under synod guidelines and beyond benevolence commitments to synodical and churchwide organization programs);
- Congregations may agree to respond when Lutheran students, faculty, or staff at a nearby college or university call on them for assistance; or
- Congregations may agree to become actively involved in welcoming and reaching out to the academic community, devoting staff and lay leadership resources to campus ministry.

Congregations seeking to become a CMA are encouraged to contact the CCMT.

XV

MISCELLANEOUS

These Campus Ministry Policies and Procedures supersede any prior policies, procedures, guidelines, and agreements regarding the subject matter hereof whether written or oral. These policies may be repealed, altered, or amended as needed by the churchwide organization, based on feedback as stated in Section V.B.5, as it considers appropriate in carrying out the mission and ministry of this church. The Campus Ministry Policies and Procedures are effective as of November 15, 2003.