

Transition Process Handbook

Texas-Louisiana Gulf Coast Synod

2022 Edition



O God, you have called your servants to ventures of which we cannot see the ending, by paths yet untrodden, through perils unknown. Give us faith to go out with good courage, not knowing where we go, but only that your hand is leading us and your love supporting us; through Jesus Christ our Lord. Amen.

- Evangelical Lutheran Worship

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"Within the Evangelical Lutheran Church in America rostered leaders may serve as pastors, associates in ministry, diaconal ministers, or deaconesses. The process of calling rostered leaders within the life of the church is therefore primarily about discerning God's will for and God's call upon the congregation or ministry in which they will serve. *Prayerfully, the church calls forth those they believe God can best use to help them carry out their mission together.*

Rostered leadership is not a self-called vocation but a unique calling from God through the church to serve and equip the whole people of God. This is so that the church can live together faithfully as the body of Christ, equip the baptized for their work, and fulfill its purpose to proclaim and embody the redemptive intentions of God in the world."

"A Theology of Call" - ELCA Website

Calling a Rostered Minister

As the above quote indicates, you are about to *call* a new rostered minister: a pastor, or Deacon. You are not *hiring* them to do a task. You are *calling* them to lead the congregation (or other ministry site) and to work with you in ministry. You are *calling* him or her to mutual ministry; not to work *for*, but to work *with* you. It is an important distinction.

The goal of this Transition Process Handbook (TPH) is to provide Congregation Councils, Listening Teams, and Call Committees with a step by step outline for bridging the span between what once was and the future that God has in store.

What time is it?



People often ask, "*How long will the transition take?*" or "*How soon can we get a new pastor—or other rostered minister?*" Here are some things to keep in mind as you begin this transition.

First, there is no way to dictate how exactly how long it will take. Suffice it to say that "*it takes time.*" It takes time to say goodbye, time to get over the loss, time to set new directions for ministry, time to find just the right leader for those new directions, and time to get off on the right foot. *It is not wise* to be in a rush or have the process driven by some artificially imposed time line. *It is wise* to take whatever time is needed.

Second, even when congregations get to the point of interviewing, they should not be in a hurry. Do not "*settle.*" Congregations have gone through three or even four rounds of interviewing candidates, have begun to doubt they will ever find the leader they need, and then, all of a sudden, there he/she is! And then, they were glad that they waited; glad that they took the time.

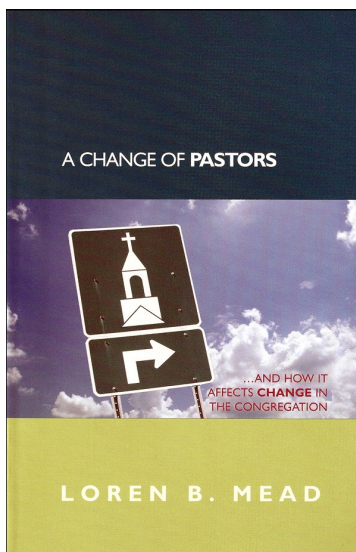
Third, while the above is true, it is also good to remember what Martin Luther said, *"He who wants a perfect church wants no church at all."* Perfect congregations - including yours - do not exist. Likewise, perfect rostered ministers - and perfect spouses, perfect parents, or perfect children - simply do not exist. In their search, congregations should be looking for "a good match" not "a perfect match."

Fourth, just as congregations should not try to "save time" in their search for new leadership, neither should they try to save money! Yes, "squandering money" is bad stewardship; but there are times when "not spending money" can be even worse stewardship. (Jesus said something about this in Matthew 25:14-30.) A call transition is such a time!

Remember: the transition process, and the resulting leadership that is called, will shape the future mission and ministry of the congregation. It is of great consequence and, therefore, is something that congregations, councils, and committees need to do exceedingly well. To "save" several hundred or a few thousand dollars in doing something that impacts the next 10 to 20 years is to be very short-sighted; "penny wise, and pound foolish."

This Handbook and the Seven Sequential Changes

This Transition Process Handbook is structured according to the seven "sequential changes" outlined in the book [A Change of Pastors](#), beginning on page 21. This book is available at



Amazon.com and should be required reading for all council and call committee members. (Note: This book is about changing pastors; hence the language in the sections below. But it can easily apply to other rostered ministers as well.)

Since the purpose of this TPH is to outline procedures and suggest tried and true "best practices" for these sequential steps, the sections of this handbook are as follows:

Section 1: TERMINATION: At some point every pastorate comes to an end. Terminations can be happy or sad, loving or angry, long expected or sudden. There are two sides to every termination, that of the pastor and that of the congregation. Farewells must be expressed as the pastor (rostered minister) exits.

Section 2: DIRECTION FINDING: There is some confusion on the part of the congregation as to what will happen when the pastor leaves – what to do and how to do it, who's in charge, where to find help, etc. What needs to be done until another resident pastor is on the scene?

It is important for the congregation to work with the synod staff to find out the answers to these questions.

Section 3: SELF STUDY: This is the work of the congregation in assessing who and what it is and what it needs to be in the future.

Section 4: SEARCH: This refers to all the activities that lead to developing a list of potential candidates, one of whom is to be selected to become the pastor. This stage involves getting the congregation’s picture of itself (The Ministry Site Profile) and the pastor’s picture of himself or herself into direct conversation. Finally it comes down to face-to-face interaction – interviews.

Section 5: NEGOTIATION and DECISION: The negotiations have to do with the specifications of the work, living arrangements, and compensation for the new pastor and family. These need to be agreed upon before a congregational vote.

The formal decisions involve a vote by the Call Committee to recommend a candidate to the congregation, a formal 2/3 majority decision by the congregation at a called congregational meeting, and the assent of the Bishop. On the other side is a fairly personal decision by the pastor and his or her family.

Section 6: INSTALLATION: Installation refers to all the activities concerned with getting the pastor on the scene and publicly acknowledged as the new pastor of the congregation. This is an event having to do with a congregation’s entry into a new phase of its life and ministry.

Section 7: START UP: The patterns that get established in the first twelve to eighteen months are likely to rule the pastor and congregation for as long as the pastor and that congregation are related.

Section 8: RESOURCES: A collection of documents and tools that will be helpful in the above 7 sequential changes.

This Handbook and the Five Developmental Tasks

Along with— and perhaps more important than— the sequential changes are the developmental tasks that need to be intentionally undertaken during the time of change. These tasks are outlined beginning on page 45 of [A Change of Pastors](#).

1. COMING TO TERMS WITH HISTORY: What a congregation will be able to do in the future has a genuine relationship to what it has been in the past. We are shaped by our past. The time of pastoral change is a time for the congregation to examine its history, its story, its

identity; possible now as in no other time in its life. It can look to the past for clues to the future, factors which might inhibit the congregation or which need affirming.

The congregation that comes to terms with its history will be more likely to:

- discern and build on the strengths of the past
- get some perspective and power over its characteristic weaknesses
- choose an appropriate pastor (rostered minister) for a new life together.

2. DISCOVERING A NEW IDENTITY: This is a time for taking a fresh look at reality and working at making adjustments in self image. It is a time for members of the congregation to think about what they actually are and not what they think they are or what they used to be. It is a time to discover what others in the community think they are. This new sense of identity should shape the congregation's search for new, ordained leadership.

3. ENABLING NEEDED LEADERSHIP CHANGE: During the transition congregational leaders can be aware of the special opportunities to open doors to new leaders and also to be both appreciative and understanding of those who have been leaders in the past. (Both old and new leaders should be a part of the Call Committee, for example.)

4. RENEWING DENOMINATIONAL LINKAGES: Pastoral change is a time for a congregation to revise and renew its relationship with neighboring ELCA congregations, the Texas-Louisiana Gulf Coast Synod, and the Evangelical Lutheran Church in America.

5. COMMITMENT TO NEW DIRECTIONS IN MINISTRY: Having come through the transition period together, the congregation will have discovered a new sense of self and sense of competence, with a new sense of direction, and with a clear vision of the pastoral (rostered) leadership needed for the next phase of the congregation's ministry and mission.

Ecclesiastes 3:

For everything there is a season, and a time for every matter under heaven:
a time to be born, and a time to die; a time to plant, and a time to pluck up what is planted;
a time to kill, and a time to heal; a time to break down, and a time to build up;
a time to weep, and a time to laugh; a time to mourn, and a time to dance;
a time to throw away stones, and a time to gather stones together;
a time to embrace, and a time to refrain from embracing;
a time to seek, and a time to lose; a time to keep, and a time to throw away;
a time to tear, and a time to sew; a time to keep silence, and a time to speak;
a time to love, and a time to hate; a time for war, and a time for peace.

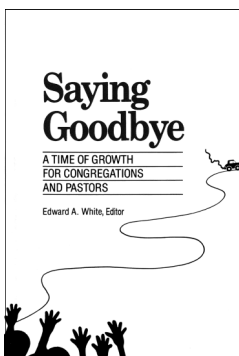
A Rostered Leader's Ministry Comes to an End

There are any number of reasons for a pastor or other rostered leader to leave a congregation or ministry site:

- Retirement.
- After prayerful discernment, he/she has decided that his/her work in a particular context is finished and has accepted another call.
- He/she discerns that God is calling them to a different vocation.
- Death.
- And in rare instances, perhaps there have been actions which violate our visions and expectations for all rostered leaders.

Each of these situations will create any number of emotional and spiritual dynamics within the congregation. It is important that the congregation deal openly and honestly with whatever thoughts and feelings are present surrounding the departure of a pastor or rostered leader.

Excluding the last two bullet points, under normal circumstances it is critical that the congregation take the time to say goodbye to the person they called to serve with them. A "Farewell Liturgy" to be used by the congregation can be found at the end of this section. The book, [Saying Goodbye](#), by Edward A. White, also available at Amazon.com, is most helpful in this area.



"Leaving a pastorate is hard on both congregation and pastor. Learn how to make this transition a growth experience for all. Written for congregations and pastors, Saying Goodbye skillfully weaves accounts from clergy, laity, and educators of seven denominations with White's own insight as a former General Presbyter to create a resource for meaningful and healthy partings. Includes examples of a "farewell" worship service and litany for closure of a ministry." (from The Alban Institute website)

Closure Consultation

Prior to the Pastor's/Leader's departure—preferably sometime during the final 30 days of his/her service—a Closure Consultation will be conducted; usually by the bishop and his/her assistant responsible for the call process in our synod. The consultation consists of three parts; each being about 45 minutes:

1. A conversation with the Pastor/Leader.
2. A conversation with the Pastor/Leader and the Congregational Council.
3. A conversation with the Congregational Council.

This consultation is intended to be a dialogue focused around the congregational ministry during the pastor's/leader's tenure. It is one of the steps designed to help bring closure to the ministry and address some of the emotional dynamics created by his/her departure. It is also an opportunity for the Congregational Council to renew a relationship with synod leaders and gain some preliminary insights into the dynamics of their congregation's transition period.

A Word About Ethical Ministry Boundaries

For a congregation, the most difficult part of saying "Goodbye" to a pastor or rostered staff person is fully understanding the meaning of "Goodbye." The same is often true for the pastor or rostered staff person.

Simply put, when a pastor/rostered leader leaves a congregation, he/she is no longer holds the office of pastor or leader in that congregation. This means that he/she is no longer available for: baptisms, confirmations, weddings, funerals, hospital visits, or any other pastoral acts in that congregation. None.

There reasons for this are at least twofold:

1. A pastor's or staff person's continued involvement in the life of a congregation (or in the lives of congregants) impedes the grief and transition process by fostering a "snapping back" to the past. This will hinder the ability of the new pastor or staff person to fulfill the office to which they are called. The "ghost" of the previous pastor is often difficult enough for his or her successor; "embodied spirits" are even worse!
2. Just as pastor's or staff person's continued "peripheral" involvement in his/her former ministry is unhelpful to that congregation, neither is it helpful or fair to his/her new calling.

It is incumbent upon the Congregational Council, the Transition Coach, and especially the departing pastor/rostered leader to clearly communicate these professional ministry boundaries to the congregation and then maintain them. This is especially difficult in our era of: Facebook, email, texting, Skype, Twitter, and other social electronic means of communication.

Retirement Boundaries

When a pastor retires, there is sometimes the temptation to "retire into" the congregation last served. "Pastor Emeritus" is even a status sometimes officially (or unofficially) granted. However, upon retirement, pastors should never retain membership in the congregation they last served. They must seek membership in another congregation.

It is sometimes relatively easy to point out situations when the presence of a retired clergy

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Section 1 "Termination"

person caused difficulty for their successor. However, even in situations where it seems to be "going well," the truth is that there is no way of knowing the unintentional and often subtle detrimental effects the presence of former pastors and rostered leaders can have on the ability of a congregation to move forward in ministry with its new pastor/leaders. Everybody needs to "move on!"



Tying Up Loose Ends

Per the Constitution of the Texas-Louisiana Gulf Coast Synod, before a pastor leaves a congregation, two documents must be submitted to the Synod Bishop:

1. A certification that all financial obligations have been fulfilled between the congregation and the pastor. (See Page 4, Section 1)
2. A certification that all the congregational records are in good order. (See Page 5, Section 1)

Neither the congregation nor the pastor can move forward in the Transition Process or a Call Process until these documents are received.

CERTIFICATION OF COMPLETION OF ALL FINANCIAL OBLIGATIONS

Per Texas-Louisiana Gulf Coast Synod Constitution...

S14.16 *The pastor shall make satisfactory settlement of all financial obligations to a former congregation before:*

- a. installation in another field, or*
- b. the issuance of a certificate of dismissal or transfer.*

Upon the completion of all financial obligations, the pastor and treasurer of the congregation shall complete the form below and forward it to the synod bishop.

+++++

All financial obligations, salary, pension, health, death benefits and allowances, together with Continuing Education funds have been met and paid to the Reverend _____ up to the effective date of termination of services.

Also, satisfactory settlement of all financial obligations has been made by the Reverend to _____ Church.

Treasurer

Date

Pastor

Date

Mail to: Synod Bishop
Texas-Louisiana Gulf Coast Synod
12941 I-45 North Freeway, Suite 210
Houston, TX 77060-1243

CERTIFICATION OF COMPLETION OF CONGREGATIONAL RECORDS

Per Texas-Louisiana Gulf Coast Synod Constitution...

S14.15 *The parochial records of each congregation shall be kept in a separate book which shall remain its property. The secretary of the congregation shall attest to the bishop of this synod that such records have been placed in his/her hands in good order by a departing pastor before:*

- a. installation in another field, or*
- b. the issuance of a certificate of dismissal or transfer.*

Before the pastor leaves the present field of service, he/she must bring the records books to the secretary of the congregation for review. Upon finding them in good order, the secretary shall complete the form below and forward it to the synod bishop.

+++++

This is to certify that I have examined the parochial records of

_____ Church,
(congregation)

(town)

and find them in good order.

Secretary of Congregation Council

Date

Mail to: Synod Bishop
Texas-Louisiana Gulf Coast Synod
12941 I-45 North Freeway, Suite 210
Houston, TX 77060-1243

Liturgy for Departure of a Pastor from a Congregation

(Insert after the Benediction and before the closing hymn.
Modify as needed for rostered leaders other than a pastor.)

Pastor [P] and President of the Congregation [L] come forward

L: Pastor _____, on _____, we called you to be our pastor: to proclaim God's Word, to baptize new members into the Church of Jesus Christ, to announce God's forgiveness to us, and to preside at our celebration of the Lord's Supper. With the Gospel you have comforted us in times of sickness and trouble, and at death of our loved ones. Sharing our joys and sorrows, you (and your family) have been important to our life together in the Church of Jesus Christ and in our service to this community.

You have served our congregation faithfully for _____ years. You are now leaving our midst. As your fellow members of this congregation we wish to honor your ministry among us and bid you farewell and Godspeed in your new endeavor, bringing closure to your ministry at _____ Lutheran Church .

P: *I thank the members of _____ Lutheran Church for the love, the kindness, and the support shown to me (and my family) during my active ministry among you. I ask forgiveness for the ways I have sinned against you. I am grateful for the ways my ministry has been accepted. As I leave, I carry with me all that I have learned here.*

C: **We receive your thankfulness. We offer you our forgiveness and accept that you now leave to resume your ministry (in another congregation). We express our gratitude for your time among us. We ask forgiveness for the ways we have sinned against you. Your influence on our faith and faithfulness will not leave us at your departure.**

P: *I forgive you and accept your gratitude, trusting that our time together and our parting are pleasing to God.*

P: *Do you, members of _____ Lutheran Church, release me from my duties as your pastor?*

C: **We do, with God's help.**

L: Do you, Pastor _____, release us, _____ Lutheran Church from turning to you and depending on you?

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P: *I do, with God's help.*

L: Let us pray: God, whose everlasting love for all is trustworthy, help each of us to trust the future which rests in your care. The time we were together in your name saw our laughter and tears, our hopes and disappointments. Guide us as we hold these cherished memories but move us in new directions, until that time to come when we are completely one with you and with each other; through Jesus Christ our Lord.

C: **Amen.**

L: Let us bless the Lord.

C: **Thanks be to God.**

P: The Lord bless us, defend us from evil, and bring us to everlasting life.

C: **Amen.**

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Section 1 "Termination"

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Who will help?

As a call comes to an end, a number of individuals and groups - as illustrated by the chart below - will play interrelated roles in the transition process.



Congregational Council

It is said that “nature abhors a vacuum.” The same can be said about congregations when there is a leadership vacuum. Many times all sorts of people and dynamics will rush in - overtly or covertly - to fill the void. Therefore, during the interim period, the function of the council is to:

1. Lead the congregation with a unified faithful and hopeful voice
2. Arrange for pastoral leadership—or other staff leadership—during the interim period.
3. Keep the focus on the mission of the congregation.
4. Oversee existing congregational ministries.
5. Communicate with the bishop's office and the congregation.

Bishop’s Office

The bishop - at times through the Bishop's Associate for Leadership responsible for the transition process - will provide support and assistance to the congregational council and the congregation in the following ways:

1. Hold an Exit Interview, as previously described.
2. Appoint an interim pastor; as indicated in the Model Constitution for Congregations:
**C9.06. At a time of pastoral vacancy, an interim pastor shall be appointed by the bishop of the synod with the consent of this congregation or the Congregation Council.*

Interim Pastor

There are three distinct ways of providing pastoral leadership during the transitional period: 1) Stated Supply Pastors, 2) Interim Pastors, and 3) Intentional Interim Pastors.

1. **Stated Supply**: These pastors preside at worship, preach and teach on Sunday morning, provide a minimum of pastoral care for the seriously ill or those in crisis, and whatever other *pastoral* tasks are needed in a particular location.
2. **Interim Pastors**: These pastors contract to provide pastoral services on either a part or full-time basis. This may include Sunday worship, teaching, visitation, and administrative oversight.
3. **Intentional Interim Pastors**: These part or full time pastors who are trained to work with a congregation in a very intentional way to prepare for the next regular called pastor. Intentional Interim Pastors are essential in congregational settings where there is conflict, the previous pastor left under duress or because of misconduct, there are staffing issues to be resolved, or following a “long term” pastorate.

The Bishop’s Office will gladly help a congregation discern the type of interim pastor that might be most helpful.

All interim pastors are under contract with the Congregational Council. It is important for all parties to agree upon the exact nature of the responsibilities of the pastor and the congregation. Contract forms are available on the synod website: www.GulfCoastSynod.org

**Stated Supply, Interim, or Intentional Interim Pastors
CANNOT and WILL NOT be available
as a candidate for a regular call to the congregation.**

Prayer Team

One of the things that makes a call process different is that it is a time of spiritual discernment, both on the part of the congregation and the rostered ministers. Spiritual discernment needs to be undergirded and surrounded with prayer.

- Four to six people who gather at least twice a month to pray for the council, congregation, transition team, call committee, interim pastor, and the prospective pastor/minister.
- May lead prayer services with the congregation during the process.
- May solicit prayer requests from the congregation.
- Continue to pray for the new pastor/rostered minister when he/she arrives.

Call Committee

As the "Search Phase" (see Introduction, Page 3) begins, a Call Committee is either appointed by the congregational council or elected by the congregation; check your congregational constitution.

- Members of the Call Committee should not be persons currently serving on the Congregation Council; neither should the lay president of the Congregation Council be the chair of the Call Committee.
- The Call Committee should reflect a cross-section of the congregation, assuring that gender, age, ethnic/racial identity, and length of congregational membership are all represented.
- Members of the Call Committee must understand that they are to represent the best interests of the entire congregation's vision and ministry. No one sits of the committee as a "delegate" of a particular demographic or group.
- Employees, staff members, or their families should not be on the Call Committee.
- The Congregation Council should decide if there will be alternate members should someone need be replaced; and, if so, how and when would they have voice or vote?
- The Congregational Council will need to establish a budget for the Call Committee.
- The Call Committee is disbanded when the new rostered minister is installed.

The Call Committee is perhaps the most important group that is appointed/elected to serve a congregation, and committee members indicate that they quickly recognize the importance of their service. More about the Call Committee will be found in "Section 4: Search."

Forgetting what lies behind and straining forward to what lies ahead ...

When the Call Committee fills out the Ministry Site Profile (MSP) they will discover this question on the last page:

19. DISCERNMENT PROCESS AND ADOPTION

Please describe the process used to gather information, formulate responses, and officially adopt this Ministry Site Profile. (Approximately 100 words maximum)

Important Note: This form has been converted to an online web-based form, please use this for preparation only. You must submit this official application via the Leader Portal. See <http://www.icsa.org/ait> for more details.

Evangelical Lutheran Church in America God's work. Our hands.

MINISTRY SITE PROFILE

The Ministry Site Profile (MSP) is intended for use by congregations and church-related organizations that are seeking to call or respond for or related ministerial Associates in Ministry, Clergy or (Specialized) staff of the Evangelical Lutheran Church in America, or to call candidates for related ministry. Congregations must complete the entire Ministry Site Profile. Church-related organizations may, with the concurrence of the annual Synod, complete only the required sections 1-4 and 8-9. Once complete, this information is electronically sent to your annual bishop for review and posting to the "Ministry opportunities" listing on the ELCA web site.

Date Completed: _____

PART 1 WHO WE ARE

1. Name and Location

CONGREGATION (Multiple Point Names) OR ORGANIZATION	NAME	CORP. ID
CITY, STATE, ZIP	COUNTRY	
PHONE	TYPE OF MINISTRY SITE	TYPA ORGANIZATION

GOVT OF COMMUNITY

2. Contact Information

ADDRESS LINE 1	ADDRESS LINE 2	CITY, STATE, ZIP	COUNTRY
S. NAME	W. NAME	PHONE	FAX
Chairperson of Congregation or Head of the Office			
NAME			
ADDRESS LINE 1	ADDRESS LINE 2	CITY, STATE, ZIP	COUNTRY
DAY PHONE	EVENING PHONE	CELL PHONE	FAX
S. NAME			

Chairperson of Call or Search Committee

NAME			
ADDRESS LINE 1	ADDRESS LINE 2	CITY, STATE, ZIP	COUNTRY
DAY PHONE	EVENING PHONE	CELL PHONE	FAX

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The question assumes that an intentional visioning process is used in searching for the appropriate rostered minister; a process that is even more critical when calling a senior pastor or a solo pastor.

The MSP entails four areas:

1. The congregation.
2. The community the congregation serves.
3. The vision for serving that community.
4. The leader the congregation needs to serve that community.

It is best to involve as much of the congregation/ministry site as possible in the creation of “vision for mission” that goes into the creation of the MSP. It is helpful to the Call Committee and the entire process if they can receive as much information as possible concerning the above areas; especially areas 2 and 3. Therefore, , the Interim Pastor and the Call Committee should create a strategy that will be used to gather that data and information. Some congregations will appoint a Transition Team to assist the Call Committee in preparing for and completing the MSP.

Current Mission and Vision Statements

The process should first take into consideration any present vision and mission statements or long range plans that the congregation/ministry site may already have adopted or have in place. Some questions that might be used in evaluating existing vision/mission statements and plans:

1. How long ago were they created? Has the congregation and/or community changed significantly since their creation?
2. Are they specific enough to shape a vision for mission appropriate to *this* congregation and its context; or, are they generic? (e.g. "Sharing the love of Jesus!")
3. Are they presently helping shape the congregation's ministry? Do they show up in reality, or do they just exist on paper? Is the congregation really using them?

If existing vision mission statements are found to be effective, they should be used in shaping the MSP. If not, they should be forgotten!

Understanding Systemic Change

One of problems congregations have in successfully establishing a vision/mission and calling the appropriate leader to help them fulfill it is that they are often unwilling to change their congregational system. The same is true of growth. Congregations say that they want to grow but are unwilling to embrace or acknowledge the changes that growth will require. And, as W. Edwards Deming has said, *"Your system is perfectly designed to give you the results you're getting."*

The following four paradigms are often used to describe congregational sizes and systems. The numbers - "Under 50" - are the average weekly worship attendance. But don't pay too much strict attention to them; more important is to recognize the system that a congregation has in place and how the pastors and leaders are expected to function in that system.



- Family Church - Personal Ownership
- Clergy for Traditional Pastoral Care
- Very High Pastoral Turnover
- Often Survive by not Taking Pastors Seriously
- Toughest Place for New Pastors Right Out of Seminary, Therefore ...

In this "system" the pastor functions as a caretaker or "in house chaplain" for the congregants. Decisions are often made by the "leaders" - who may or may not be among the elected leadership. The most important thing may be "peace in the family" and the most "disposable person is often the pastor.



- Pastor Is Central
- Pastor Must Delegate ... Or Else
- Formula Size for Clergy Burnout
- Expectations High, Personal
- Oppressive Time Demands on Pastor
- Growth Often Depends on Popularity of Pastor
- Hard on Pastor's Spouse and Children
- Most Churches are this Size

In this "system" the pastor functions as the "hub." Pastoral participation and leadership is expected in most groups and programs/activities. Visitation is expected to be done by a pastor. Congregants expect a personal relationship with the pastor. A pastor can have some level of personal relationship with 150 people; beyond that the system cannot grow.



- Many Leader Cells - Many Programs
- Lay Leadership Vital
- Clergy Still Central, But Role Shifts
- Administration: Recruiting, Planning, Training, Evaluating, Coordinating, ...
- Pastor has Little Time for "Just Stopping in for Coffee in the Kitchen"
- Pastor Helps People Arrive at Consensus
- Pastor Is Also A Motivator and Trust Builder

In this sized system, people identify with a program or other ministry and/or fellowship group. The pastor's/minister's role shifts to being an equipper of leaders. More time is spent on staff development and support. Visitation and other "pastoral practices" are carried out by trained laity. The shift from "pastoral" to "program" is the most difficult.



- Quality of Worship High Priority
- Music Program Top Notch
- Head of Staff Spends Quality Time on Sermon Prep and Worship Planning
- Has Head Pastor as Symbol of Unity and Stability
- More Complex Than Program Church
- Multiple Staff Collegial, Yet Diverse
- Staff Must Have Fun Working Together
- Leaders Generate Energy, Momentum

There may be several pastors/ministers on the staff. The senior pastor will focus on preaching and excellence in worship, and also on creative vision and mission. Small groups become very important. It isn't necessary for everyone to know everyone, but everyone must know and be known by someone.

What this means is that, in setting a vision/mission and plans for growth, congregations - especially patriarchal/matriarchal and pastoral sized congregations - must have a serious and frank discussion of how they expect their leadership to function. Both the MSP and Letter of Call require a congregation to answer, *"What exactly are you asking your this pastor/leader to do? How do you realistically expect them to function in accomplishing those goals? How will you support them in these changes?"*

A resource to help congregations move from Pastoral to Program - and many congregations are of pastoral size - is the book [Raising the Roof](#), which is available from Amazon.

More information on congregational size and systems can be found in Section 9 or [online](#).

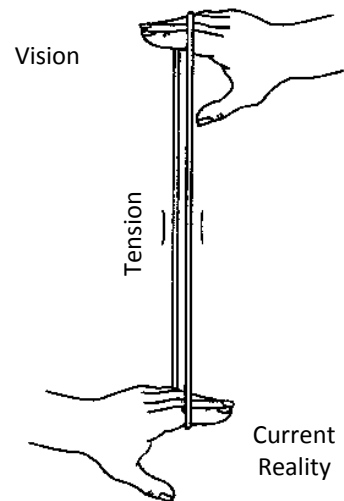
Engaging the Congregation and Community

The affront of having a sequential change or a section titled "Self Study" is that we think that there is little reason to study ourselves. We think we know ourselves. But the truth is that we are often not good at taking an honest appraisal of ourselves. We see ourselves "in a mirror dimly."

Many times the problem isn't with our vision; rather, it's that we have poorly assessed our current reality. When the tension between what is - who we really are - and what we envision - who we aspire to be - becomes too great our dreams "snap apart" and we can become despondent. Visions and goals always need to be realistic and attainable.

The other reality is that, while we often see ourselves "in a mirror dimly," we often see the world around us through rose colored glasses, with blinders, or with tunnel vision. In short, we often see what we want to see rather than seeing things as they really are

So, an honest self study of the congregation is crucial in the call process. But that self study is to no end unless there is also a study and exploration of the community; the context in which God has placed the congregation. A good resource for doing this is "[Tune In](#)". Information gathered in steps 1 through 5 should be processed by the Call Committee and other congregational leadership. It should then be shared with the congregation, helping to shape an agreed upon vision/mission that can be articulated on the MSP.



Demographics and Trends

As the self study is done, it's important to take a look at demographics and trends, both in the congregation and community. Congregational data can be found on the [ELCA website](#). Look up your congregation and click on "Full Trend Report For This Congregation." Some of this data will be required on the MSP, but it is also important to interpret the data. "What do these statistics say about us, for

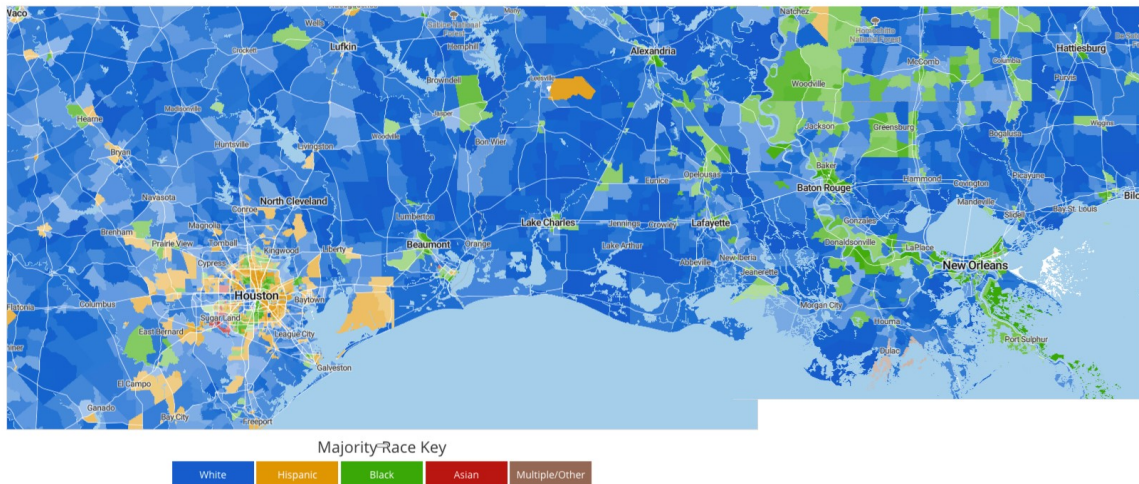
better or for worse? Who have we really been? Who really are we? Do these statistics suggest that some change needs to happen?"

Transition Process Handbook

Texas-Louisiana Gulf Coast Synod

Section 3 “Self Study”

Equally important is to take a look at the community around the congregation or ministry site, the community that Jesus calls us to serve. Forget the “conventional wisdom!” Go to hard demographic statistics. A good website for census data is [Proximity One](#), although there are many other good sites online.



Also explore the “religious data” for your community or ministry area. Go to the [Association of Religion Data Archives](#) (ARDA) and find out affiliation statistics for your county. The data below is for Washington County, Texas. Even in that more rural area, “unclaimed” is the largest group. [Religious Congregations and Membership Study](#) is a related site.

Finally, when examining demographics and trends it is important to go to your local Independent School District and look at the student demographic statistics. This is especially true of elementary school statistics. Try the ISD website or go to [The Texas Tribune](#).

Location	African American	White	Hispanic
Hermes Elementary	9.8%	43%	43.4%
La Grange ISD	9.9%	48%	38.8%
State of Texas	12.6%	21%	52.4%

For example, Hermes Elementary in La Grange is presently over 43% Hispanic, while the entire school system - including a middle and high school - is almost 39%. What about the

schools in your congregation’s ministry area? What do these trends mean for your congregation’s vision for ministry? Do your church hallways look anything like local school hallways?



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Forming a Call Committee

When the Interim Pastor and Church Council sense that the time is right, the congregation will form a Call Committee. To review some of the material already discussed in Section 2:

- The constitution governing your congregation will prescribe either appointment or election of such a committee. It may also stipulate the number of people to be on the committee
- Members of the Call Committee should not be persons currently serving on the Congregation Council, and neither should the Lay President of the Congregation Council during a pastoral transition. It is also recommended that the Lay President of the Congregation Council not be the chair of the Call Committee.
- The composition of the Call Committee should reflect a cross section of the congregation, assuring that a diversity of gender, age, ethnic/racial identity and length of congregational membership are all represented.
- Each member of the Call Committee must understand that he/she is to represent the best interests of the entire congregation's vision and ministry. No one sits of the committee as a "delegate" of a particular demographic or group.
- Employees, staff members and their families should not be on the Call Committee.
- The Congregation Council needs to decide if there will be alternate members should someone need to be replaced, and, if so, how and when should they have voice or vote?
- The Congregation Council will need to establish a budget for the Call Committee.

Call Committee Structure

Prayer is an important activity for the Call Committee and the entire congregation throughout this process. Call Committee members are encouraged to commit themselves to pray for one another and for the work of the Holy Spirit among them as they seek to discern God's will for their congregation. Special prayer at worship and during other meetings of the congregation is encouraged. When the Call Committee is selected, the names of the members are made public, with request that special prayers be made on their behalf.

The Call Committee Chairperson can be appointed by the Congregation Council or be elected by the Committee itself. The leaders include a Chair, Recording Secretary, and a Correspondent. It is advisable to have one Congregation Council member as a liaison/advisor on the Call Committee.

- **CHAIR:** convenes meetings, sets meeting agendas, may be the primary contact with candidates, will likely also be the contact person with the Bishop's Office, and oversees the Call Process.
- **SECRETARY:** keeps a record of Call Committee meetings. While motions may not necessarily be made, committee assignments need to be recorded for future reference.

The Secretary may also be responsible for final preparation of the Congregational Mission Profile. If not the secretary, it is best to have ONE person responsible for all electronic data entry and electronic submissions.

- **CORRESPONDENT:** is responsible for written communication between candidates and the committee (letters informing candidates of committee's time line and the interview process to be used, confirming invitations, travel arrangements, thank you notes, and letters informing candidates of decisions reached), sends copies of correspondence to the synod office. Much of this may be done electronically. He/she may also write newsletter articles, notes for Sunday bulletins, etc. which keep the congregation informed of committee's progress.

**The positions of secretary and correspondent may be combined.*

Confidentiality

In the first meeting of the Call Committee the members should clearly agree upon and covenant with one another about confidentiality. Members need to know that they can speak openly and frankly concerning issues that are discussed about the congregation and the candidates. The committee needs to practice both:

Openness

Reporting regularly (weekly) to Council and congregation helps keep everyone on the same level of understanding about the process.

AND

Holding Confidence

The Call Committee must keep all verbal and written information about each and every candidate strictly confidential.

Confidentiality cannot be overemphasized in the task of calling a pastor. Mention of specific candidates outside the Call Committee is inappropriate until the committee is ready with its recommendation to the Congregation Council. It is important to keep all names and both verbal and written information about prospective candidates within the confines of the committee. This means committee members will need to establish healthy boundaries, not only with the congregation at large, but also with those in their household or place of work.

The reasons for this are at least twofold:

1. The congregations of candidates are (most likely) unaware that they are interviewing. If a name should get out and back to a candidate's congregation it could severely damage his or her ability to do effective ministry at that site. Never underestimate the "connectedness" - who knows whom - within the Lutheran community!
2. You run the risk of turning the whole congregation into a "call committee." People will be second guessing why you decided what about whom without having all the information - "the rest of the story" - before them. The whole congregation will meet the final candidate when the time is right.

Communication

While confidentiality is important, that does not mean secrecy! Every means ought to be utilized to keep the members of the congregation informed about the Call Committee's work and progress. There must be as much transparency as possible. Consider using:

1. **Newsletter articles** explaining the Call Process to the congregation; with follow-up articles each time another stage in the process is reached.
2. Notes in the **Sunday bulletin** announcing that the Call Committee is meeting helps keep the congregation informed of progress.
3. **Temple Talks** by a member of the Call Committee to update the congregation on a weekly basis might also be welcomed. (Even if the report is "nothing has changed from last week" - it is very helpful to let people know what is happening in the Call Process. Also, from one week to the next, you will not be reporting to exactly the same audience).
4. **Emails** to announce open meetings.
5. Many congregations also have a call process update section on their **webpage** and/or **Facebook** page.
6. **Sunday/Weekday Adult and Youth Forums** can be used to make sure the congregation understands the Call Process; and to update them along the way. This format invites interaction and feedback.

As you keep the congregation informed:

- Always familiarize them with the process.
- Keep them apprised of progress.
- Spell out the preferred process for communicating with the members of the Call Committee

With the exception of confidential materials, there is no such thing as too much information.

Call Committee Budget

One of the first tasks of the Call Committee is to establish a budget. This is done in concert with the Congregation Council. Some of the items that need to be included in the budget are:

- Travel expenses for committee members (if any)
- Travel expenses for candidates.
- Office expenses (photocopying, data entry, postage, virtual media, etc.)
- Honorarium and expenses for the practice/mock interviews.
- Miscellaneous expenses.

Although some of these expenses are difficult to accurately determine ahead of time, especially travel expenses for face to face interviews and a congregational "meet and greet" for the final candidate, every effort should be made to set aside the needed finances for the call process. Once again, it is "penny wise and pound foolish" to be unduly concerned about saving money in this process. Do not dismiss considering a candidate because "they live too far away." He or she may be exactly what the Holy Spirit has in mind!

Note: Although negotiating the moving expenses for your newly called pastor is not the responsibility of the Call Committee, the Congregation Council and Finance Committee must be aware that the congregation is responsible for the moving expenses of your new pastor. Moving costs have increased dramatically over the last few years, and congregational leaders often experience "sticker shock" when faced with the moving bill.

Calling an Associate Pastor or Deacon

Calling an associate pastor or a deacon follows the same process as calling a senior or solo pastor; with one significant prerequisite: the senior pastor must play a key role in the selection of the final candidate. Whether this means actually sitting on the committee or joining with the committee at critical junctures can be decided by the council and senior pastor. However, to call an associate or rostered lay person to the congregation's ministry team without the input and oversight of the leader of the ministry team - the senior pastor - is a recipe for disaster.

In addition to participating in all the initial phone/virtual interviews and in the face to face interviews, the senior pastor may also want to:

- Have a personal initial phone/virtual interview with candidates.
- Spend significant one-on-one time with candidates that are brought in for face to face interviews.
- Have his/her own conversations with the candidates' references, especially the candidates' bishops.

- Work directly with the Bishop's office in reviewing candidates' rostered minister profiles.

But, bottom line, the senior pastor's discernment must be afforded the level of advice and consent due his/her office. as to: 1) whether they can work with a particular candidate; and, 2) whether that candidate is a good fit for the vision/mission congregation.



Call Committee Installation

It is important that the ministry of those who have been selected to serve on the Call Committee be recognized by the congregation. They will spend numerous hours in meetings and expend significant energy over many months during the course of their service. It is a ministry requiring dedication and commitment.

The following is an order appropriate to installing the Call Committee. It should take place at every service that a congregation has during the week. It can be placed in the service so as to best fit the worship and committee members' schedules.

Call Committee Installation Service

The Congregational Lay President addresses the congregation:

L: Dear Christian Friends: Baptized into the priesthood of Christ, we are all called to offer ourselves to the Lord of the Church in thanksgiving for what he has done and continues to do for us. It is our privilege to recognize and support those who are engaged in the work of this congregation, especially those selected to serve as members of the Call Committee.

As a representative of the congregation reads a brief description of the ministry of the Call Committee and the names of the persons selected to serve in that ministry, the Call Committee members come forward.

L: Having offered yourselves to serve on the Call Committee of this congregation, will you follow our Lord's example of humble service?

Call Committee Response: Yes, with God's help.

L: Let us pray: O God of love, your Son washed the feet of his disciples as a sign of servanthood. Uphold those who follow his example of humble service, and strengthen them in their faith. Guide and direct these servants who will lead this congregation in the selection of the one who will be called as (Senior Pastor, Associate Pastor, Deacon). Give them wisdom and discernment. Let your Holy Spirit guide and direct them in all that they do. Help us all to faithfully serve you in thought, word, and deed, through Jesus Christ our Lord.

C: Amen.

L: For all who offer themselves in your name, we give thanks, O God. Give them the joy of service, and constant care and guidance. Help us all to be both willing servants and thankful recipients of ministry, that your name be glorified, your people live in peace, and your will be done, through Jesus Christ our Lord.

C: Amen.

The MSP

The development of the MSP is as much for helping the congregation clarify its vision/mission as it is for communicating that vision/mission to a potential candidate. It enables a congregation to:

- review the congregation’s life and mission as the Church, the Body of Christ.
- evaluate the congregation’s present strengths.
- identify specific areas where the congregation needs to strengthen its ministry
- understand the needs of the community in which it exists.
- specify resources necessary to fulfill the mission of the congregation, including special mission tasks in the parish community.
- arrive at a new understanding of the mission of the congregation.
- identify the gifts that are most important for the next rostered leader to possess.

Secondarily, the MSP:

- provides the Call Committee with basic information and a description of leadership strengths and needs which will guide their work.
- assists the Bishop in recommending candidates to be considered by the Call Committee.
- provides a picture of the congregation for the candidates as they consider serving the congregation. Therefore, it is important that the profile be a thorough and honest reflection of the community, the congregation, and the congregation’s mission.

Getting Started

The person on the Call Committee that will be responsible for all electronic data entry should go to the [ELCA website](#) and follow the instructions under “Creating an Account.” This person should print out a blank MSP for every member of the committee, but retain the electronic version on their computer so that they can fill out and edit as the process moves forward.

The Ministry Site Profile - a blank MSP is at the end of Section 4.2 - has four parts:

- Part I - Who We Are Information (Items 1 through 5)
- Part II - Our Vision for Mission (Items 6 through 9)
- Part III - Leadership Needs (Items 10 through 17)
- Part IV - Commentary (Items 18 through 20)

“Writing by committee” is a tedious process. It may be best for the call committee to divide into smaller groups to work on various sections of the MSP. The committee then has something that it can discuss and edit as a large group.

As the Call Committee completes the Ministry Site Profile, it should be in consultation with the Congregation Council or other lay leaders. After completion, the profile should be reviewed by the Congregation Council to make certain there is agreement on the congregation’s mission and the gifts needed in the new rostered leader.

After the MSP is created, many congregations have found that it is helpful to hold several “congregational forums” to go over the MSP with people that are interested. These forums are only for sharing information. Gathering information from the congregation should have been done prior to completing the MSP (Section 3).

After the MSP has been submitted, the person responsible for electronic data will need to log into your account, download the reference form, and forward the reference form to the reference that is listed in Item 21. The reference form MUST remain in and be submitted in electronic format. Hard copies will not suffice.

Other considerations

As potential candidates consider your MSP, be aware that in this electronic age it will not be their only window into the reality of your congregation/ministry site. Other things to consider:

1. What does your congregation’s website look like and say about your vision and mission? Is it up to date?
2. Does your congregation have a Facebook page? What does it look like? How is it used?
3. What do your facilities look like from the outside? Go to [Google Maps](#) and see the most recent views of your property and surrounding community.
4. What do your facilities look like on the inside? When candidates come for on-site face to face interviews, what will their impressions be?
5. If your congregation is “Googled” what comes up? Nothing? “No news” is no longer “good news.”

We live in a time of increasing transparency for both congregations and candidates. Is your congregation’s web presence a good representation of your vision and ministry?

A walk through the MSP

Part I: Who We Are

#1: Make sure you use your congregational ID number.

#2: Provide as much contact information as possible, especially email addresses and cell phone numbers. This will greatly improve communication..

#3: Consult your last Congregation Statistical Report and [demographic reports](#) for your ministry ZIP Codes; also use resources suggested in Section 3.

#4: Use the most recent figures. Mission Support is the congregation's support of the ministry of the ELCA and the synod. It does not include local benevolence.

#5: You may have to define your community boundaries if you are in a larger urban/suburban area. Be creative, yet honest, in your answers.

Part II: Our Vision for Mission

#6: Fill out bullets after some discussion. They should not be the opinion of a few.

#7: These have to do with context. How is your congregation effectively "rooted" in your community? The results of the Tune In Process will provide valuable information for this.

#8: When you submit your MSP, this paragraph will be automatically lifted from the profile and posted for all potential candidates to view online. It's your "billboard."

#9: Provide good objective references that will "tell it like it is" - not how you wish it would be.

Part III: Leadership Needs

#10: Fairly straightforward. What languages would be helpful in your mission, not only to your congregation, but to your community?

#11: Candidates have the same list on their Rostered Minister Profile (RMP). What do you mean or envision with each of the five you select?

#12: As with the previous list in #11, how will you make your choices? Are you looking inward at the "needs of those already here" or looking outward "at the needs of those who aren't here yet?"

#13: The first five areas of focus will be used in the Letter of Call and can provide a good basis for a ministry review after the first year. Are the areas/goals specific, attainable, measurable?

#14, #15, #16: The "Maximum Defined Compensation" (salary/housing and Social Security off-set) needs to be determined by the Congregational Council. Our synod's compensation guidelines are in Section 5. There is also a "compensation package" worksheet you may find helpful.

Part IV: Commentary

Commentary - Utilize the links; very helpful. This is also a good section to make clear what you mean or envision by the five “Top Ministry Tasks.” What will it look like when someone is fulfilling a given task?

#17: The “Seven Reflections on Ministry” are optional, but may be useful to candidates as they try to discern their calling. (Not many congregations use them.) You may fill out whichever you think most germane. There are “Twelve Reflections on Ministry” on the candidate’s RMP.

#18: This is the section that was mentioned at the beginning of Section 3.

#19: This should be:

Pastor Tracey Breashears Schultz
Bishop's Associate for Leadership
tracey@gulfcoastsynod.org
281-873-5665

#20: This reference, unlike those in #9, will be asked to submit a brief written “Ministry Site Characteristics” questionnaire. Make certain that this reference is willing to do that—and that they will be objective.

“The gifts he gave were that some would be apostles, some prophets, some evangelists, some pastors and teachers, to equip the saints for the work of ministry, for building up the body of Christ, until all of us come to the unity of the faith and of the knowledge of the Son of God, to maturity, to the measure of the full stature of Christ.”

- Ephesians 4:11-13

Candidates

As soon as the MSP is electronically submitted through the ELCA portal, the Bishop's Associate for Leadership will automatically be notified. He/she will then begin a churchwide search for candidates, which may arise from three sources.

1. **People in the congregation may nominate candidates.** (A form for such nominations is at the end of this section.) Such nominations must be approved by the Call Committee and then forwarded to the bishop's office. The Bishop's Associate for Leadership will then contact the pastor/leader's bishop to see if it is alright to contact them. If so, the nominee will be contacted to see if they are interested. If they are interested, they must get a RMP filled out to determine if they are a good match.
2. **Pastors/leaders may express an interest.** Once again, the Bishop's Associate for Leadership will see if they are a good match.
3. **Database.** Most of the candidates will come from the churchwide database of all rostered leaders that are presently seeking a call and have submitted an RMP.

The goal of the office of the bishop is to provide 3-5 well matched candidates to the call committee for each round of interviews.

Special Circumstances

Some pastoral candidates need to be considered in a special way due to their circumstances. Among these are:

FIRST CALL CANDIDATES: When candidates are new graduates from one of our seminaries, they may be recommended either individually or in pairs (not usually more than two at a time). The reason for this is that a seminarian does not have a call and therefore a "place to remain working." We try not to recommend a seminarian with "experienced" candidates. That is usually a mixing of "apples and oranges," since one has experience and other does not.

CLERGY COUPLES: There is also a special condition involved when a clergy couple is being considered. Most often, only that couple will be presented as candidates rather than with other candidates, as well. This, once again, will be handled on a case by case basis.

MULTI-STAFF SITUATIONS: When congregations are filling positions where there is multiple staff, it is vital that a clear job description be developed for each person on the staff. It is important that each partner in a team ministry situation know what they are being called to do before the call is extended. It is recommended that all current staff be included at some point during the course of the interview process in order to give both the final candidate and staff opportunity to meet one another.

While awaiting candidate names

Upon receiving the RMPs for 3-5 candidates, the call committee will need to do initial phone/Skype interviews with all the candidates and will probably bring in several for on site interviews. While waiting for these names, the committee should be preparing the content and format for both the initial and on site interviews, and doing mock interviews.

When candidate names are received

The slate of 3 to 5 candidate RMPs will probably be sent to the committee chair by email in PDF format. It is the responsibility of the chairperson to make hard copies of the RMPs for each committee member. Do not forward electronic copies of RMPs!

When names are received, the candidates should immediately be contacted and informed of a timeline for the interview process. This can be done by email. Later, they can be contacted to set up times for initial interviews.

Prior to the initial phone/Skype interview, it is best to contact all of the references listed on each candidate's RMP. The committee may want to divide up the candidates and use an agreed upon set of questions. The same people should also do web research: search the candidate's name, visit their congregation's website and Facebook site, read articles they have written, listen to recorded material, and so forth. All this will help shape each initial interview.

Initial phone/virtual interviews

- Each candidate is to be given the courtesy of an initial interview. How people look on paper and what they are in reality may be two different things.
- Interviews should be done in as short a period as possible; perhaps 2 or 3 sessions.
- 30 - 60 minutes in length. Process each interview the same day.
- You will need to develop initial interview questions that will accomplish two things: 1) help you get to know the candidate; 2) help you discern whom to release and whom to bring in for on site interviews.
- Remember that you are also being interviewed. Allow time for the candidate to ask questions.
- Most committees are now doing their initial interviews virtually (via some web application). Here are some good protocols:
 1. Get his/her contact information for the desired application and, just as a precaution, consider giving him or her yours.
 2. A day or two before the meeting to make sure you have the latest version.
 3. Just in case, have phone numbers handy.
 4. Turn off all other programs. Often you'll see what is called an A/V synch problem; that is where you see someone talking but the sound doesn't match. This can result

when you are running more programs. Video and audio require a lot of resources. For best results it is good to re-start your computer and after your re-start have ONLY Skype running.

5. Connection. Use an Ethernet - wired - connection rather than Wi-Fi. [Check your speed](#) for your upload and download speeds. You need at least 512 Kbps down and 512 Kbps up as a bare minimum. The most important number is the upload speed. If you don't have enough upload speed there will be significant problems.
6. Have those in your environment keep quiet. If you're in a very noisy environment, try to mitigate the noise as much as possible. Avoid all "side" conversations.
7. Keep phones on silent or turned off.
8. Lighting is important when using in video. Have a comfortable, warm lighting facing the person in front of the camera. Avoid bright lights behind people.
9. If it is possible, using an external microphone you will give a better result. The better the sound quality the better the experience for all involved.

It is wise to do a mock interview to make certain that your equipment is working well and that your interview is appropriately structured. This can be done with the same person that comes in for your mock on site interview. Process the interview with the committee and the interviewee.

Your Interim Pastor or the synod office will find an appropriate person for your mock interviews. After the face to face interview, they should be paid an honorarium of \$250 plus mileage. This is based on our synod's pulpit supply guidelines for two Sunday morning services. (Do not fail to do mock interviews. This will be money very well spent in preparation.)

Releasing names

As the Call Committee decides to release names from further consideration, they should immediately notify those being released. This can be done by email; the Bishop's Associate for Leadership (tracey@gulfcoastsynod.org) should be carbon copied - cc.

Please be gracious - but honest - in releasing names. No one likes to "not make the cut." (Sometimes a candidate may decide to withdraw after an initial or on site interview. Again, you are also being interviewed.) It is helpful to candidates being released to know why the committee thought that he/she was not a strong match. (It is also helpful for the committee itself to think this through.)

As names are released, the committee chair will collect and destroy all hard copy RMPs for those candidates.



Going forward with names

It is best if people are told by phone that you would like to move forward with an on site interview. Potential times for the visit can also be discussed. This should be followed up by a summary email; carbon copying the Bishop's Associate for Leadership.

On site interviews

First, some general protocols for onsite interviews:

- The congregation pays all costs.
- The candidate's spouse or same gendered partner should always be invited. They should not sit in on the actual interview; they can do other things during that time.
- Use the same format/schedule for each interview, insofar as possible. See example in the box below.
- Get him/her/them a nice hotel room. Do not have them stay with a congregant.
- Rent them a car so that he/she/they can do some exploring on their own.
- Be mindful of where/when the interview is held and when site tours are done. Who else might be around?
- As before, have the site interviews in as brief a time span as possible; although this may be more difficult that with initial phone/virtual interviews.
- All committee members should be at all on-site interviews.

A Frequently Used Model for On Site Interviews

- The candidate (and spouse/partner) arrive the afternoon of the interview.
- A few members of the call committee pick them up and bring them to their hotel.
- If a car has been rented, they can go to the hotel and get settled.
- Later in the afternoon, they can be taken on a tour of the community by several committee members.
- They can then have dinner with the entire Call Committee, or if preferred, several other committee members.
- The entire call committee meets with them for the formal interview in the evening. This may include a tour of the facilities.
- The next morning they can have breakfast with a few other committee members.
- They are then free to explore on their own before heading home or to the airport.

The times - at meals and on tour - when a few committee members are with the candidate and spouse/partner are important. We sometimes get a better sense of people when we are in casual social settings than we do in formal interviews.

The formal on site interview

Make certain the room for the interview is comfortable and well arranged. Can everyone see everyone? Can everyone hear everyone? Is the temperature OK? Is bottled water available? Is the setting private and confidential? You want people to be able to focus on the interview and not on distractions or discomforts.

The interview should last no more than two hours. This means that, while there needs to be room for digression and follow up questions, someone on the committee (the chairperson?) needs to assume responsibility for moving the conversation forward. Remember: the candidate will also have questions and comments. And, the committee will also want to share "initial reactions" with each other and process the interview as soon as it is over. Anything more than 2 hours can make for a long night!

It is also a best practice if particular people on the committee have particular questions to ask related to particular areas that need to be covered. In this way the interviews are consistent and you can compare "apples to apples."

Forming interview questions

A variety of topics will need to be covered, from personal to professional. However, particular attention should be paid to getting at items 11, 12, and 13 on the MSP. Amid all of the "general tasks" that are involved in ministry, these are the particular ministry tasks you are asking your new pastor/leader to focus on.

In shaping questions, keep these things in mind:

- How will you know when you hear a good answer? What are you looking for? It is important to know exactly what you meant by items 11-13.
- Ask questions that deal with behavior. (Some on the committee may be familiar with a "behavioral interview.") Thoughts and opinions are important, but more important is how a candidate will do with his/her thought and opinions. And the best indicators of what he/she will do are his/her past actions and accomplishments.

Some examples of areas/issues in ministry that might be addressed:

Worship/Preaching

1. How have you gone about preparing worship services?
2. Tell us about the most difficult sermon you ever preached?
3. How have you shaped worship in previous settings?

Social Ministry/Outreach

1. How have you assessed community needs and community strengths?

2. In what ways you have contributed to the quality of life in your community?
3. How have you enabled members of your congregation to respond to community needs?

Administrator/Leader

1. Describe a time when you had to help people to achieve consensus or cohesiveness.
2. What "team building" techniques have you used with staff?
3. Tell us about a period in your life when you had to manage multiple demands in your work and how you determined priorities.

Teaching the Faith

1. Tell us about any cross generational faith development that you have used.
2. Describe how you have helped adults to grow in their faith.
3. Describe your approach to growing children and young people in discipleship.

Evangelism

1. In what ways have your congregations become familiar with "those who are not here yet?"
2. What have you done in previous ministry sites to enable people to talk about their faith?
3. Describe how you have achieved a multicultural approach to congregational life.

Interpersonal Climate

1. How have you helped a congregation be a place of welcome?
2. Share a time when you needed to be a "non-anxious presence".
3. Describe a time when conflict arose between you and another person and how reconciliation was achieved.

Ministry in Crisis/Counseling

1. Can you share a time when you dealt with a person in crisis?
2. Describe how you have used healthy boundaries to strengthen your ministry.
3. How do you assess your own professional limitations when ministering to persons in crisis?

Interpreter of Theology

1. Can you tell us of a time when you challenged people to "think like Lutherans?"
2. How have you helped a congregation be a Lutheran presence in the community?
3. What was the best continuing education event you attended in the last two years? Why was it so helpful?

Innovator

1. Tell us about a time when you introduced a new idea in a congregation.
2. Describe your current vision for ministry and how you have helped others capture that vision.

3. Think back in and describe a situation that was stagnate or failing and describe how you stepped in to revitalize it.

Denomina onal Leadership

1. Describe how you have guided a congregation into understanding its place in the greater church.
2. How have you participated in the work of the church beyond the congregation, including ecumenical relationships, church agencies, and institutions?
3. Describe what your congregation believes to be its role in the ELCA.

Stewardship

1. Describe how you have helped others grow in their personal stewardship.
2. How "green" is your present/former congregation?
3. How have you enabled/challenged councils to lead a congregation in stewardship?

Personal Growth

1. Describe some of your most important accomplishments and how you went about reaching those goals.
2. What do you think are your "growing edges?"
3. Briefly describe ways in which you care for yourself physically, emotionally, socially, and spiritually.

Your Call to Ministry

1. Who was the most influential person in your becoming a pastor/rostered minister? Why?
2. How has your sense of a call to ministry changed over the years?
3. What is your role in a congregation as a pastor/rostered leader?

After on site interviews

The call committee will need to decide if they have a candidate who they want to place before the congregation to be called as a pastor or other rostered leader. If so, they should present, in person, that candidate's name to the congregational council, along with their reasons for believing that this is the person God is calling to be a leader for the congregation. **Even if consensus about the finalist wasn't reached by the Call Committee, they must speak in solidarity with complete unanimity and support when the name is brought forward.**

If the call committee does not find a suitable candidate in the first slate of names, they should release all the candidates and contact the Bishop's Associate for Leadership for a second slate of candidates. Call committees should not "settle." (At the same time, everyone must realize that there are not perfect candidates, just as there are no perfect congregations!)

Pastoral Candidate Nomination Form

Nominee's Name: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: _____ Email: _____

Nominee's Current Congregation: _____

City: _____ State: _____

1. How do you see this pastor's gifts, leadership skill, and abilities helpful to furthering your congregation's mission and ministry?

2. How do you know this pastor?

3. Why do you think this pastor might consider this congregation for his/her next call?

4. Other comments:

Person making this nomination: _____

Phone #: _____ Email: _____

Negotiation

After the Call Committee presents its chosen final candidate to the congregational council, the council's responsibility is to negotiate the final compensation package. The council has already provided the "maximum defined compensation" figure that was used on the MSP. However, sometimes the defined compensation claimed to be needed by a candidate may be a bit higher, and sometimes it can be significantly lower. It is usually best if this negotiation is handled by the Executive Committee. A copy of our [Synod Compensation Guidelines](#) is at the end of this section.

Copies of the "Compensation, Benefits, and Responsibilities" forms - which must accompany the Letter of Call - are also at the end of this section. Writeable PDFs can be downloaded from the ELCA website: [Pastor](#). Writeable PDF Letters of Call are available on the synod website.

2. Continuing education time of _____ weeks per year
(recommended minimum of two weeks per year that may be accumulated up to three years, as reflected in a continuing education agreement developed by the pastor and congregation council).

3. Participation in a First-Call Theological Education Program, where applicable;

4. Ongoing care through a Mutual Ministry Committee;

5. Up to two months of continued salary, housing, and contributions to the ELCA Portico Benefit and Other Benefits Program in a 12-month period in the event that the pastor is physically or mentally disabled²; and

6. Where applicable, parental leave up to six weeks with full salary, housing, and benefits.

*Provision may be made for further unpaid time for disability recovery to agree by the congregation, but with the stipulation that unpaid accumulated sick leave will not be compensated at the end of this call.

A description of the particular responsibilities of this position may be attached to this "Definition of Compensation, Benefits, and Responsibilities."

OR THE FOLLOWING MAY BE COMPLETED

E. OTHER PROVISIONS
Special emphasis of the pastor and special encouragement by the congregation:

1. During this time period, the pastor will give special attention in ministry to the following:

a. _____
b. _____
c. _____
d. _____
e. _____

2. The congregation will encourage this pastor's ministry in the following ways:

a. _____
b. _____
c. _____
d. _____
e. _____

F. OTHER MATTERS
(Such as accountabilities, service on synodical or churchwide boards and committees, work in church-camp programs, other such details) _____

We, the undersigned, certify that the necessary approvals of the congregation and congregation council have been granted for the provisions set forth above.

Date _____ Congregation President

Date _____ Council Secretary

I certify that I accept the above statement:
The Reverend _____ Date of signature _____

Note: Retain originals in records of the congregation. Make a copy for the pastor. As a matter of information, send a copy to the synodical office. A description of the particular responsibilities of this position may be attached to this "Definition of Compensation, Benefits, and Responsibilities." Revised October 2013

A section of the compensation, benefits, and responsibilities that is as important as all the monetary figures is found on page two. The section highlighted in yellow needs to be given careful consideration during negotiations.

Section E.1.a-e ought to clearly define the areas on which the pastor/rostered minister is to give special attention during his/her first year. Section E.2.a-e ought to clearly define what the congregation will do to support the pastor/lay rostered minister in those specific areas.

All ministry is mutual. The rostered ministers and congregational members both have a role. There are lots of opinions and expectations about "what the new pastor/minister should do when he/she gets here."

This form can help bring clarity amidst the cacophony of voices. It also provides a good basis for a ministry review at year's end.

Setting this meeting date is also the responsibility of the congregational council. Consult your congregation's constitution about calling a special congregational meeting. These negotiations need to be finalized before the congregational meeting to vote on issuing a call to the pastor/rostered lay minister. A good time to do this is when the finalist is brought back for a meet and greet.

The meet and greet

Most people want to meet the candidate and - if there be one - his/her family. This can be done at any time during the week. In fact, it is usually easier for the candidate to get away during the week than on a weekend. One day will usually suffice. During the afternoon, perhaps the candidate can visit with the church staff, preschool, or others. A congregational meal or reception can be held in the evening. The candidate can introduce him/herself and his/her family, do a devotional of some kind, and then have some general Q&A time. (A "trial sermon" is discouraged as it puts too much weight on one aspect of ministry. Also, most candidates will already have sermons online, and these are a much better indicator of regular preaching and liturgical practice.)

Information about the candidate can also be disseminated to the congregation. Ask the candidate if you can put such information online as his/her present congregation may not be aware that he/she is being considered for a call.

The congregational meeting to issue a call

Usually a special congregational meeting is called to issue a letter of call. The only business that can be conducted at a special congregational meeting is the business for which the meeting is called. The motion to issue a call is brought by a member of the Call Committee. Since the motion comes from a committee member, it does not require a second.

The motion can be very simple, *"The Call Committee of Some Lutheran Church moves to Call Someone as Pastor/Associate Pastor/ Deacon/etc."* There may be discussion of the motion. The motion may not be amended; neither can the compensation package be amended. When discussion ends, a paper ballot is used. The vote is either a "YES" or a "NO." After the ballots are counted, the vote is announced. A 2/3 majority is required for the motion to pass. A motion to destroy the ballots may be entertained; otherwise, the ballots must be kept with the minutes of the meeting.

Immediately following the meeting, the Council President should call the candidate elect and inform him/her of the decision. The Letter of Call and supporting documents are then signed by the appropriate council members and forwarded to the bishop's office to be attested. The bishop will then send them to the candidate elect for his/her acceptance and signature.

Constitutionally a candidate elect has 30 days to accept or return the call. However, candidates are told that, if they let their name go before a congregation for a call vote, they must first: 1) withdraw from any other call processes in which that they are involved; 2) be 99% sure that they will accept the call if it is offered. Like the congregation, candidates also need to be in discernment during the process. He/she need not wait until a Letter of Call in his/her hand!

DEFINITION OF COMPENSATION, BENEFITS, AND RESPONSIBILITIES OF THE PASTOR

First Line	Prepared by	<u>(Name and address of congregation)</u>
Second Line	For the Reverend	<u>(Name of pastor)</u>
Third Line	For the period	<u>(Duration-normally for one year, with annual review)</u>

A. COMPENSATION

- Line A.1. List base cash salary.
- Line A.2. List dollar amount of housing allowance beyond base salary. Designation of the percentage and amount of salary devoted to housing allowance must be done in an annual resolution of the congregation council's minutes. The individual pastor is finally responsible for any tax implications of the housing allowance.
- Line A.3. List dollar amount of any payment allowance (if provided) for "Self-employed Social Security."
- Line A.4. If a parsonage or other housing is provided, consider costs of a utilities allowance (if provided) or other allowances (if any).

B. PENSION AND OTHER BENEFITS

The pension and benefits program of the ELCA was established to provide the pastor with retirement, disability, survivor, and medical-dental coverage.

- Line B.1. Indicate the percentage of contribution on the basis of the defined compensation of the pastor (salary and housing). The percentage is based on current requirements of the plan and the policy of the synod for Letters of Call.
- Line B.2. Sponsorship will include medical-dental coverage (where applicable) for the pastor's spouse and children, unless they have other employer-provided group medical insurance, the pastor consents to waiving medical-dental coverage under the ELCA Portico Benefit Services.
- Line B.3. Select level of health coverage.
- Line B.4. List amounts of *other* insurance or benefits, if any, to be provided to the pastor, *beyond* those that are part of the pension and benefits contributions made by the congregation for the coverages provided under the ELCA Portico Benefit Services (retirement, disability, survivor, and medical-dental coverage).

C. EXPENSES

Expenses are NOT part of the pastor's compensation. Rather, these items represent payment of costs related to the carrying out of this ministry.

- Line C.1. Automobile expenses may be covered by a specified total amount or on an

actual recorded mileage basis.

Other travel allowance provisions would be noted here as well.

- Line C.2.* Indicate amount (if any) to be provided for other professional expenses, such as an allowance for theological books and periodicals.
- Line C. 3.* Coverage of expenses for official meetings of the synod is required.
- Line C.4.* Indicate amount provided for continuing education.
- Line C.5.* List other items and amounts to be provided for them.
- Line C.6.* For pastor accepting a call, define arrangements and reimbursements for moving expenses. Moving expenses normally are paid in full by the calling congregation.

D. AGREEMENT

- Line D.1.* Enter vacation time. Normally four weeks per year encompassing four Sundays is provided.
- Line D.2.* Enter time for continuing education. Minimum recommendation is indicated on the form.
- Line D.3.* Provision must be made for the "First Call Theological Education Program" for recent seminary graduates.
- Line D.4.* This provides a reminder of the congregation's commitment to the care exercised by the Mutual Ministry Committee (C13.04, in the Constitution for Congregations).
- Line D.5.* Disability leave provisions are coordinated with the ELCA Pension and Other Benefits Program and with Social Security.
- a. Up to two months of continued salary, housing, and contributions to the pension program in a 12-month period are to be provided by the congregation.
 - b. Provision may be made for further unpaid time for disability recovery as agreed by the congregation, but with the stipulation that unused accumulated sick leave will not be compensated at the end of the call.
- Line D.6.* Where applicable, parental leave is noted.

E. OTHER PROVISIONS

A description of the particular responsibilities of the position may be attached or a list may be included here indicating the areas to which the pastor will give special attention and the ways in which the congregation will offer encouragement.

F. OTHER MATTERS

Additional detail may be insert here related to the broader responsibilities that a pastor may carry in the life of the church.

SIGNATURES

Normally, the president or vice president of the congregation signs and dates the document. When accepting the agreement, the pastor signs and dates the document.

DEFINITION OF COMPENSATION, BENEFITS, AND RESPONSIBILITIES FOR MINISTERS OF WORD AND SERVICE UNDER CALL

Prepared by _____

for _____

for the period _____ to _____

A. COMPENSATION

The congregation will provide the following annual compensation: \$ _____

B. PENSION AND OTHER BENEFITS

The congregation will sponsor the rostered minister in the Pension and Other Benefits Program of the Evangelical Lutheran Church in America, which provides retirement, disability, survivor and medical-dental coverage.

(Sponsorship will include medical-dental coverage for the individual's spouse and children unless they have other employer-provided group medical insurance coverage and the individual consents to waiving medical-dental coverage for them under the ELCA Pension and Other Benefits Program.)

1. ELCA Pension and Other Benefits Program:

a. ELCA pension at _____ % of defined compensation: \$ _____

2. ELCA medical-and-dental insurance *(check one below)*:

☐ a. Member only

☐ c. Member and children

☐ e. Coverage waived

☐ b. Member and spouse

☐ d. Member, spouse, and children

3. Other insurance or benefits: _____ \$ _____
_____ \$ _____

C. EXPENSES

The congregation will provide for the following expenses related to this position:

1. Automobile and travel allowance \$ _____

2. Other professional expenses \$ _____

3. Expenses for official meetings of the synod

4. Continuing education (\$1,000 recommended; minimum \$700 from calling source) \$ _____

5. Other (_____) \$ _____

6. Pay the moving expenses to this field of service as follows: _____

D. AGREEMENT

1. Vacation time of _____ days per year, including _____ Sundays;

2. Continuing education time of _____ weeks per year (recommended minimum of two weeks per year that may be accumulated up to three years) as reflected in a continuing-education agreement developed by the rostered minister and congregation council;

3. Participation in a First-Call Theological Education Program, where applicable;

4. Ongoing care through a Mutual Ministry Committee;

5. Up to two months of continued salary and contributions to the ELCA Pension and Other Benefits Program in a 12-month period in the event that the rostered minister is physically or mentally disabled*; and

6. Maternity/Paternity or Adoptive leave of _____ weeks with full salary, housing, and benefits. (Recommended 6 weeks; 4 weeks minimum).

* Provision may be made for further unpaid time for disability recovery as agreed by the congregation, but with the stipulation that unused accumulated sick leave will not be compensated at the end of this call.

E. OTHER PROVISIONS

Special emphases of the minister of Word and Service under call and special encouragement by the congregation:

1. During this time period, the rostered minister under call will give special attention to the following:
 - (a) _____
 - (b) _____
 - (c) _____
 - (d) _____
 - (e) _____
2. The congregation will encourage and support this rostered minister in the following ways:
 - (a) _____
 - (b) _____
 - (c) _____
 - (d) _____
 - (e) _____

F. OTHER MATTERS

(Such as accountabilities, service on synod or churchwide boards and committees, work in outdoor ministry programs, or other such details.)

We, the undersigned, certify that the necessary approvals of the congregation and Congregation Council have been granted for the provisions set forth above.

Rostered Minister

Congregation President

Date

Date

NOTE: Retain original in records of the congregations. Make a copy for the person under call. As a matter of information, send a copy to the synod office. A description of the particular responsibilities of this position may be attached to this "Definition of Compensation, Benefits, and Responsibilities."

(Revised February 2017)

Welcome and Installation

Moving

The pastor-elect and the officers of the Congregation Council should agree on arrangements for moving. The congregation is responsible for all moving expenses.

Tax Information

Effective January 1, 1994:

1. Mileage from old residence to new residence must be 50 or more miles.
2. Cost to move household goods and personal effects is deductible.
3. Cost of travel (including housing) from old residence is deductible.
4. All other items are no longer deductible.
5. Deduction is taken in arriving at adjusted gross income (Attach Form 3903 to Form 1040).

Reporting:

If you move in one calendar year and the costs reimbursed by the congregation, the amounts reimbursed for moving household goods/personal effects and travel to new residence need not be reported on W-2; likewise there is then no deduction. Reimbursement for any other items ought to be included in W-2.

Scheduling the Installation

The Congregation Council President and the pastor-elect need to confer to decide upon possible dates for an installation. These dates should be forwarded to the bishop's office. The local dean will be responsible to conduct the installation. Installation Service information is located at the end of this section.

If on a Sunday, it is best if the installation service can be held in the afternoon so that fellow clergy and other rostered people can attend.

Press Release & Publicity

A press release about the arrival of your new pastor is an opportunity for outreach. Try to get it in a part of the paper that real people actually read - NOT the "Religion Section."

Things usually covered in a press release: a pastor's educational background, congregations served, major accomplishments, and sometimes information about the family. However, it's equally important to say something about the congregation and the congregation's ministry!

Look at all publicity from the perspective of the "people who are not here." Think about those who are inactive. Are there unchurched people waiting for a congregation to show interest in them, rather than just itself? These folks are asking themselves, *"What difference does this make to me?" "How might I benefit?" "Why should I care?" "So, what?"*

People look for congregations offering a clear Biblical message, an interest in their needs, and a place that makes them feel wanted. Using the press release for outreach means that the image of the pastor and congregation portrayed in print must be what people experience in the church. Think of it as truth in advertising.

Also, think about how you might promote this event on your congregation's website, Facebook, Twitter, Evite, and other media.

Finally, think of ways that you can make this a "community event" rather than just a "congregational event." What clergy and religious leaders of other denominations/faiths can you invite and perhaps have participate in some way? What community and civic leaders might you have come and participate?

Does the congregation sponsor a Boy Scout or Girl Scout Troop? How might they be involved. Does the congregation have a pre-school or day school? How can they help you celebrate? The Installation Service is a great opportunity for a congregation to publicly state that it is - and wants to be - a part of the community in which it exists!

"Carpe diem!"

Orders of Installation Services for All Rostered Leaders

The Service of Installation protocols and templates can also be found on [our website](#).



Getting off to a good start

In any new relationship, the first year is a time to establish healthy practices and patterns that will help ensure the wellbeing of the ministry for years to come. As was stated in [A Change of Pastors](#), on pages 41ff, the transition process does not end with the installation service; in fact, it’s really just getting serious!

Getting to know you

Having the pastor visit everyone in the congregation during the first year is an impossible goal in a larger congregation, and the truth is that it may not be a very useful goal in a smaller congregation either. Why? Because it results in many small “exclusive” conversations rather than a broader conversation among congregational members.

It might be more fruitful to have people sign up for “a visit with the pastor/rostered minister” groups (groups no larger than 10-12) at the church; some in the morning/afternoon and some in the evening. Discussion can be around a short set of questions concerning what people’s hopes and dreams are for mission/ministry. In this way the pastor/rostered minister gets to know people, people get to know each other on a deeper level, **and** the vision/mission of the congregation is moved forward.

Goal setting

After these visits, it is a good practice to revisit the “five primary areas of activity and focus” in Section 13 of the MSP; as well as Section E.1.a-e in the responsibilities page that went along with the Letter of Call. It will be helpful to clearly define some clear first year goals in these areas, create specific strategies for accomplishing those goals, and assign specific people/groups to carry out various strategies.

Goals should always be **S.M.A.R.T.**:

Letter	Major term	Minor terms
S	Specific	Significant, stretching, simple
M	Measurable	Motivational, manageable, meaningful
A	Attainable	Appropriate, achievable, assignable, adjustable, ambitious, aligned
R	Relevant	Result-based, results-oriented, resourced, resonant, realistic
T	Time-bound	Time-oriented, time framed, time-based, time-specific, timetabled

Pastoral/staff support

A pastor or other rostered minister cannot use a group from the congregation as his/her support group or "care committee." It engenders a confusion of roles and can result in an "inner circle." Pastors/rostered ministers must find a trusted and confidential *peer* support group outside of the congregation, either among selected pastors/rostered ministers in the area or the conference pastors' group.

It is also helpful if every pastor finds a spiritual guide *and* a mentor for him/herself.

However, the congregational council/leadership can make sure that the pastor/rostered minister is:

1. Taking his/her two days off per week and that the congregation is respectful of those days. Sunday is NOT a Sabbath day for pastors!
2. Taking his/her vacation; 4 weeks and 4 Sundays per year if full time. Someone once said, "I can do this job in 11 months, but I can't do it in 12!"
3. Making full use of his/her continuing education. The synod assembly is NOT continuing education. The annual theological conference is NOT continuing education. The Lutheran magazine is NOT theological education. Continuing education should be something that helps and challenges the pastor/rostered minister to grow. It should be something that helps and challenges the ministry of the congregation. Most burnout or stagnation occurs because people are not taking their continuing education seriously!
4. Making sure that the pastor/rostered minister is staying engaged with the other pastors/rostered ministers in the conference and attending scheduled gatherings.

Mutual Ministry Committee (MMC)

The ELCA Model Constitution for Congregations states:

C13.04. A **Mutual Ministry Committee** (in the absence of a mutual ministry committee, the duties shall be fulfilled by the executive committee) shall be appointed jointly by the president [vice president] and the pastor. Term of office shall be two years, with three members to be appointed each successive year.

Even though these people are appointed by the president or vice president of the council, the pastor should be granted very wide latitude in selecting these people. It will take a while for a new pastor to know the congregation well enough to establish this committee.

What is a Mutual Ministry Committee? Look at the name. First, it must be about ministry. Second, it must be about mutual ministry; the ministry of the entire congregation in which both the rostered ministers and the congregation have a share. (Note that the Ministry

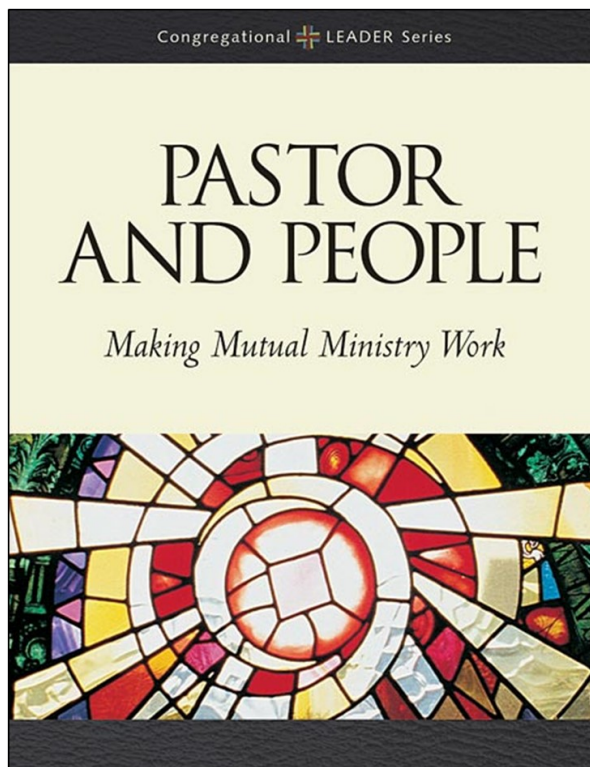
Review at the end of Section 8 reviews the work of the pastor, the congregational council, and the congregation.) All congregational ministry is to be mutual.

This means that the Mutual Ministry Committee is not:

1. A Personnel Committee that focuses on evaluating the work of the pastor or an “ombudsman” for the congregational members.
2. A “support group” or “care committee” for the pastor.
3. An “action committee” through which the pastor gets traction for his/her ideas.

Rather, a MMC is a committee that continually scans the life/mission/ministry of the congregation, as well as the context/community in which the congregation exists, to discern the effectiveness of the congregation’s ministry and how it might be more helpful. In some ways it is an ongoing “transition team;” ensuring that the developmental tasks are ever in motion. Development should never stop!

For a more thorough description and tips for getting started, use the book [Pastor and People](#); available from Augsburg Fortress and Amazon.





The Rostered Minister Profile (RMP) is intended for use by Ministers of Word and Sacrament and Ministers of Word and Service of the Evangelical Lutheran Church in America, as well as by First Call candidates for rostered ministry. It provides basis introductory information in the anticipation of the candidates' interviews with call committees. Once complete, this form is submitted electronically to your synodical bishop for review and distribution to the selected synods, congregations and organizations of the church.

Date Completed: _____

Part I: PERSONAL INFORMATION

1. Identification

LAST NAME	FIRST NAME	MIDDLE NAME
PREFERRED TITLE	SUFFIX	LAST NAME AT BIRTH
FULL NAME		

Preferred Contact Information

ADDRESS LINE1	ADDRESS LINE2	
CITY	STATE	ZIP
COUNTRY		
PREFERRED PHONE	CELL PHONE	E-MAIL ADDRESS
DATE OF ORDINATION		
ELCA ROSTER	ROSTER STATUS	SYNOD OF ROSTER OR CANDIDACY

Language Proficiencies

PRIMARY LANGUAGE	SECOND LANGUAGE	THIRD LANGUAGE
------------------	-----------------	----------------

2. Educational and Vocational Work History

Formal Education:-

DEGREE	FIELD OF STUDY	YEAR
--------	----------------	------



SCHOOL	CITY, STATE, COUNTRY	
DEGREE	FIELD OF STUDY	YEAR
SCHOOL	CITY, STATE, COUNTRY	
DEGREE	FIELD OF STUDY	YEAR
SCHOOL	CITY, STATE, COUNTRY	
DEGREE	FIELD OF STUDY	YEAR
SCHOOL	CITY, STATE, COUNTRY	

Life Long Learning Experiences :

YEAR	TOPIC OR TITLE OF CLASS	CONTACT HOURS
YEAR	TOPIC OR TITLE OF CLASS	CONTACT HOURS
YEAR	TOPIC OR TITLE OF CLASS	CONTACT HOURS
YEAR	TOPIC OR TITLE OF CLASS	CONTACT HOURS
YEAR	TOPIC OR TITLE OF CLASS	CONTACT HOURS

Work History

In chronological order and beginning with the most recent, list up to five significant work experiences.

1.

ORGANIZATION	RECENT POSITION/TITLE	YEAR (FROM/ TO)
CITY, STATE		

2.



ORGANIZATION	RECENT POSITION/TITLE	YEAR (FROM/ TO)
CITY, STATE		
ORGANIZATION	RECENT POSITION/TITLE	YEAR (FROM/ TO)
CITY, STATE		
ORGANIZATION	RECENT POSITION/TITLE	YEAR (FROM/ TO)
CITY, STATE		

Current Ministry: FIRST CALL CANDIDATES should use this section to describe their internship site.

ORGANIZATION	RECENT POSITION/TITLE	FULLTIME/ PARTTIME
CITY, STATE		

Community Setting:

Size	Type
CURRENT MINISTRY	

ELCA CONGREGATION ID	AVG WEEKLY WORSHIP ATTENDANCE	TOTAL CURRENT BUDGET	MISSION SUPPORT TO THE LARGER CHURCH
----------------------	-------------------------------	----------------------	--------------------------------------

Describe the organization or agency as to its purpose, size and relationship to the large church.

Part II: COMPETENCIES OR SPECIALIZATIONS

Areas Of Expertise

1.	2.	3.
4.	5.	



Areas Of Strength

1.

2.

3.

4.

5.

Samples of Competencies

Innovation / Creativity

Participant in the Larger Church

Pastoral Care and Visitation

Inter-personal Climate



Social Ministry

--

References

Synodical Bishop

ORGANIZATION

SYNOD

DAY PHONE NUMBER

EVENING PHONE NUMBER

E-MAIL

An ELCA Clergy Person

ORGANIZATION

SYNOD

DAY PHONE NUMBER

EVENING PHONE NUMBER

E-MAIL

Lay Person (Current)

NAME

ORGANIZATION AND TITLE

DAY PHONE NUMBER

EVENING PHONE NUMBER

E-MAIL

Lay Person (Non-Current)

NAME

ORGANIZATION AND TITLE

DAY PHONE NUMBER

EVENING PHONE NUMBER

E-MAIL

Supervisor/Colleague

NAME

ORGANIZATION AND TITLE

DAY PHONE NUMBER

EVENING PHONE NUMBER

E-MAIL



7. Reference's Recommendation

FIRST CALL CANDIDATES: A Reference Recommendation does not need to be identified.

NAME

ORGANIZATION AND TITLE

DAY PHONE NUMBER

E-MAIL

Part III: REFLECTIONS ON MINISTRY:

Respond to each of the six questions below. Your responses are limited to approximately 150 words for each question.

Calling: You are called as a Child of God and into rostered service in this church. Reflect theologically on your sense of call and the way it shapes your life and work.

Convictions: Identify the three most prominent themes that others would say are strongly evident in your speaking, teaching, leading and living.

Context: Describe the ministry setting(s) that would energize you and make the best use of your gifts, skills and passions.

Accomplishments: How has your current ministry setting developed in the last three years, and in what ways have you contributed to this growth or development?



Denominational Relationship:

What are your hopes for the ELCA? Describe how you help others understand their relationship to the synod and the Evangelical Lutheran Church in America.

Public Ministry:

In your public role as a leader within the congregation or organization, how would you describe your preferred approach, style and manner?

9. PERSONAL MINISTRY STATEMENT

In fifty words or less, describe your vision of your calling in ministry and your passion for ministry.



Part IV: CANDIDATE COMMENTARY

The candidate Commentary is an optional component that allows you to expand your Rostered Minister Profile with information that reveals your passions for ministry, your expertise, your experience or your visions for ministry. You are invited to be creative as you add any commentary that you feel will support this RMP.



If requested, are you able to supply the following items?

Selected Answer

* Video recording of a worship, preaching, teaching or speaking occasion?

* Audio recording of a worship, preaching, teaching or speaking occasion?

* Most recent Congregation/ Organization Annual Report?

* Samples of writing or communication pieces from your ministry?

* Letters of Reference?

* Resume or curriculum vitae?

10. Comments or Explanations (For use in reference to any response made on this form.)

11. Disclosure

Out of care for the church, the following questions are asked of all rostered leaders and First Call candidates who are making themselves available for conversation with call committees.

Selected Answer

Have you ever engaged in, been accused of, charged with, or convicted of illegal conduct or a crime, including conduct resulting in suspension or revocation of your driver's license?

Do you have any addictive behavior, including a history of drug, alcohol, or pornographic addictions that might interfere with your ability to serve or continue serving as a rostered leader?

Have you ever engaged in, been accused of, investigated for, sued, or charged with sexual misconduct, sexual harassment, substance abuse, child or spousal neglect or abuse, or financial improprieties?

While in candidacy or on the roster, have you ever engaged in, been accused of, investigated for charged with, or disciplined for any conduct prescribed in Definitions and Guidelines for Discipline?

Are you living in accord with Vision and Expectations and Definitions and Guidelines for Discipline for rostered persons in the ELCA and do you intend to continue to live in compliance?

Have you ever engaged in any behavior or been involved in any situations that, if they became known to the church, might seriously damage your ability to begin or continue in ministry?

Comments or explanations to Disclosure questions from the previous page:



12. Certification

CERTIFY BY

CERTIFY DATE

AGREE/DISAGREE

13. Reviewed

APPLICANT NAME

APPLICANT TITLE

SYNOD NAME

DATE

REVIEWED BY BISHOP

REVIEWED DATE

SIGNATURE

Authorization and Release

AUTHORIZED BY

DATE:

SIGNATURE

Part V: ADDITIONAL INFORMATION

This information requested below is for use by Synod Bishops and members of the synod staff as they seek to identify suitable candidates for call to congregations.

15. Personal Information

	DATE OF BIRTH	GENDER	ETHNICITY		
Present Relationship	RELATIONSHIP STATUS	SPOUSE NAME	PROFESSION	ELCA ROSTERED ?	ELCA CANDIDACY?



Prev. Spouse(s):

SAME GENDER PARTNER NAME:	PROFESSION:	ELCA ROSTERED?	ELCA CANDIDACY?
NAME	DATE OF BEGINNING	DATE OF ENDING	MARRIAGE ENDED BY:

Prev. Partner(s):

NAME	DATE OF BEGINNING	DATE OF ENDING	MARRIAGE ENDED BY:
NAME	DATE OF BEGINNING	DATE OF ENDING	MARRIAGE ENDED BY:

If you have more than two previous spouses or previous partners mark here and give details in a letter to your synodical bishop.

In establishing and nurturing a relationship of trust between a rostered leader and his or her synodical bishop and congregation or other ministry, honesty and forthrightness are vital. To assist the synod staff in its discernment with you, please write briefly about any plans or additional factors that may bear on your present or future response to these questions about relationships. (For examples, a marital relationship or same-gender partnership experiencing difficulties, the possibility of entering a marriage, the possibility of entering a same-gender relationship)

List the name and ages of any children who live with you in your household.

NAME	AGE	NAME	AGE
NAME	AGE	NAME	AGE
NAME	AGE	NAME	AGE

HEALTH REQUIRMENT/SPECIAL NEEDS/IN HOUSEHOLD? EXPLAIN

OPENNESS TO CALL

DATE AVAILABLE

Special Considerations (check all that apply) :

Certified by Domestic Mission for Mission Development In conversation with ELCA

Global Mission

Interested in pursuing graduate or other studies

Skilled/experienced in multi-cultural ministry

Interested in pursuing graduate or other studies

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>



16. Geographic Preference

OPEN TO GLOBAL SERVICE

REGION 1

REGION 2

REGION 3

REGION 4

REGION 5

REGION 6

REGION 7

REGION 8

REGION 9

17. Ministry Preferences

Ministry site

Congregations

- ☐ Organized ☐ New mission start ☐ Redevelopment ☐ Bilingual/Multicultural

Preferred size of congregation

- ☐ 1-50 ☐ 51-150 ☐ 151-250 ☐ 251-400 ☐ 401-700 ☐ Over 700

Preferred parish types

- ☐ Single site ☐ Two-point parish ☐ 3 or- more point parish ☐ Ecumenical

Church-Related Organizations

- ☐ Camp or Conference Center ☐ Military ☐ Hospice ☐ Seminary
☐ Social Ministry Organization ☐ Prison ☐ Hospital ☐ School
☐ Ecumenical Organization ☐ College or University ☐ Residential Care

Synodical and Churchwide Ministries

- ☐ Synod Staff ☐ Churchwide Staff ☐ Global Service Setting

Ministry position

- ☐ Solo Pastor ☐ Senior Pastor/ Head of Staff ☐ Associate/Assistant Pastor ☐ Program Staff
☐ Campus Ministry ☐ Chaplain ☐ Administrator ☐ Intentional Interim
☐ Professor /Teacher/Educator ☐ Youth and Family Ministry ☐ Music Ministry ☐ Camping Ministry
☐ Pastor Developer/ Redeveloper ☐ Other Specialized Ministry



Community Size

- | | | |
|--|---|--|
| <input type="radio"/> Rural | <input type="radio"/> Small town(under 10,000) | <input type="radio"/> Small city (10,000-49,999) |
| <input type="radio"/> Medium city (50,000-249,999) | <input type="radio"/> Suburb near a medium City | <input type="radio"/> Large city (250,000 or more) |
| <input type="radio"/> Suburb within 10 miles of a large city | <input type="radio"/> Suburb outside 10 miles of a large city | |

Community Type

- | | | |
|---|---|--------------------------------------|
| <input type="radio"/> Bedroom community | <input type="radio"/> College or University | <input type="radio"/> Farming |
| <input type="radio"/> Industrial | <input type="radio"/> Inner city | <input type="radio"/> Mining/logging |
| <input type="radio"/> Ranching | <input type="radio"/> Resort | <input type="radio"/> Retirement |

18. Current Annual Compensation

Indicate your current Defined Compensation. "Defined Compensation" is described by the ELCA Board of Pensions as the gross cash salary paid to the staff member. In the case of clergy, Defined Compensation includes any housing allowance (whether in cash or the annual cash value of a parsonage), Social Security Tax offset, and /or furnishings allowance if paid directly to the staff member.

Current Annual Compensation:

Minimum Compensation for next Call

19. Discernment Process

What factors indicate to you that this is an appropriate time to consider a change of call and what process of discernment have you used to reach this decision? (Approximately 150 words maximum).



20. Other Information

What other information would assist the bishop in recommending you; would help to explain your answers above; or is information you believe the bishop should know? (Approximately 150 words maximum.)



AUTHORIZATION AND RELEASE

ROSTERED LEADERS: A signed copy of this page of the Rostered Leader Profile **MUST** be mailed, faxed or emailed as a PDF attachment to your synodical bishop and to the person filling out your reference form. Your profile is not complete without this page being on file in your synod's office.

CALL or SEARCH COMMITTEES: A signed copy of the Authorization and Release should be forwarded to those references and others who are being asked for a recommendation or comment.

AUTHORIZATION AND RELEASE

I, _____ authorize any references, supervisors, ELCA agencies, or any other person or organization to give the congregation, agency, institution or organization any information (including opinions) regarding my character and fitness for ministry. I also release any individual, employer, congregation, ELCA agency, institution, organization, or official, reference, or any other person or organization providing information, from any and all liability for damages of whatever kind or nature which may exist at any time on account of compliance or any attempts to comply with this authorization, excepting only the communication of knowingly false information.

A facsimile, photocopy or electronic copy of this Authorization and Release shall be valid as the original.

SIGNATURE

Date

MINISTRY SITE PROFILE

sample

Completed:



Evangelical Lutheran Church in America
God's work. Our hands.

The Ministry Site Profile (MSP) is intended for use by congregations and church-related organizations that are seeking to call an ordained or lay rostered minister of the Evangelical Lutheran Church in America, or a First Call candidate for rostered ministry. Congregations must complete the entire MSP. Church-related organizations may, with the concurrence of the synod bishop, complete only the required sections (Part I, III and IV). Once complete, this form is submitted electronically to your synod bishop for review and posting to the "Current Openings" listing on the ELCA website (www.ELCA.org/call).

Summary Description

PART I: WHO WE ARE

Name and Location

CONGREGATION/MULTIPLE POINT PARISH/ ORGANIZATION	sample	
NAME	CONG ID	
US		
CITY, STATE , ZIP	COUNTRY	
SYNOD	TYPE OF MINISTRY SITE	YEAR ORGANIZED
SIZE OF COMMUNITY		

Contact Information

Ministry Site (preferred contact information)

ADDRESS LINE 1	ADDRESS LINE 2	US	
CITY, STATE, ZIP	COUNTRY		
E-MAIL	WEB SITE	PHONE	FAX

Chairperson of Congregation or Head of the Organization

NAME			
ADDRESS LINE 1	ADDRESS LINE 2	US	
CITY, STATE, ZIP	COUNTRY		
DAY PHONE	EVENING PHONE	CELL PHONE	FAX



E-MAIL

Chairperson of Call or Search Committee

NAME

		, ,		US
ADDRESS LINE 1	ADDRESS LINE 2	CITY, STATE, ZIP		COUNTRY
DAY PHONE	EVENING PHONE	CELL PHONE	FAX	

E-MAIL

Demographics

Language Spoken

In the congregation/ organization

PRIMARY LANGUAGE	SECOND LANGUAGE	THIRD LANGUAGE
------------------	-----------------	----------------

In the surrounding community

PRIMARY LANGUAGE	SECOND LANGUAGE	THIRD LANGUAGE
------------------	-----------------	----------------

Race/ Ethnicity (In the Congregation)

LARGEST	SECOND	THIRD	FOURTH	
COMMENTS OR EXPLANATION				

Race/ Ethnicity (Surrounding Community)

LARGEST	SECOND	THIRD	FOURTH	
COMMENTS OR EXPLANATION				

Gender comparison

Age distribution

%	%	%	%	%	%	%
MALE	FEMALE	19 YEARS OR YOUNGER	20 - 34	35 - 49	50 - 65	OVER 65

Number of Paid Staff

CLERGY	LAY ROSTERED	OTHER LAY PROFESSIONALS	SECRETARIAL SUPPORT	CUSTODIAL SUPPORT	OTHER
--------	--------------	-------------------------	---------------------	-------------------	-------

Congregational Information

AVE WEEKLY WORSHIP ATTENDANCE	AVE ATTENDANCE IN CHRISTIAN EDUCATION	PARISH TYPE
-------------------------------	---------------------------------------	-------------

Distance members live from church facilities:



%	%	%	%
1/2 MILE OR LESS	1/2 - 1 MILE	1 - 3 MILES	MORE THAN 3 MILES

Community Type

- | | | |
|--|--|-------------------------------------|
| <input type="checkbox"/> Bedroom community | <input type="checkbox"/> College or University | <input type="checkbox"/> Farming |
| <input type="checkbox"/> Inner City | <input type="checkbox"/> Mining/logging | <input type="checkbox"/> Ranching |
| <input type="checkbox"/> Industrial | <input type="checkbox"/> Resort | <input type="checkbox"/> Retirement |

Budget of the Congregation/ Organization

LAST FISCAL YEAR

TOTAL BUDGET FOR THE LAST FISCAL YEAR

TOTAL DEBT OF THE CONGREGATION/ ORGANIZATION AT
THE END OF THE LAST FISCAL YEAR

MISSION SUPPORT TO THE ELCA/ SYNOD FOR THE LAST FISCAL
YEAR

TOTAL SAVINGS, RESERVES, ENDOWMENT AT THE END OF
THE LAST FISCAL YEAR

PART II: OUR VISION FOR MISSION



Trends in the Community Context of the Congregation or Organization

Characteristics:

Write a description of your community in terms of socio-economic status, demographics, primary areas of employment and lifestyle. The Demographic ZIP Code report for your primary ZIP codes may be helpful.

Trends:

List three changes or trends within the congregation or organization which have occurred in the last three to five years.

Context:

List three ways that the community in which you are located has been challenged by change and transition in the last three to five years.

Programs:

Describe your congregation's or organization's current programs for mission and ministry.

Goals:

What are the primary goals of your ministry site (please refer to any Strategic Plan that has been adopted).

Energy:

What is your congregation or organization really excited about right now?

Partnership:

How does this congregation or organization see itself as a member and active participant in the Evangelical Lutheran Church in America and the synod?



Ministry Site Characteristics

AS A COMMUNITY

A LOT LIKE US	A LITTLE LIKE US	A LITTLE LIKE US	A LOT LIKE US
------------------	---------------------	---------------------	---------------------

We tend to be formal and programmatic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	We tend to be informal and spontaneous.
We have clearly defined goals and plans for our future.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	We have no stated goals or plans.
We are racially and economically diverse.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	We are demographically homogeneous.

OUR LEADERSHIP STYLE

We welcome ideas that are provoking and challenging.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	We prefer ideas that are tried and true.
We rely on our leaders for direction.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	We rely on group decision-making.
We have learned how to use conflict constructively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	We tend to perceive conflict as something destructive.

OUR PROGRAMMING

Our facilities are often used by community groups.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Our facilities are only used for our activities.
We train people to minister outside our walls.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	We train people to minister inside our walls.
We focus on ideas and beliefs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	We focus on skills and action.

OUR THEOLOGICAL PERSPECTIVE

We are obviously Lutheran in identify and practice.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	We are less obvious about our Lutheran heritage.
We participate in synod and ELCA activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	We are not very active in the synod and ELCA.
We focus on Biblical studies and doctrine.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	We focus on contemporary issues and topics.



Purpose, Giftedness and Mission

Purpose

How does this congregation or organization understand its reason for being in the light of God's call to mission and service? Who are you? Why are you here?

Giftedness

What are your gifts and resources for fulfilling this purpose? What are the congregation's or organization's top three assets and how are they being used? Are there obstacles that must be overcome to be able to use these gifts and accomplish the mission?

Mission

In light of the way you have described your ministry context in this Ministry Site Profile, what are the top three mission priorities which, if accomplished, hold the most promise for the continued development of this ministry?

References

Synodical Bishop

NAME	SYNOD	E-MAIL	
DAY PHONE	EVENING PHONE	CELL	FAX

Inside Congregation or organization

NAME	ORGANIZATION AND TITLE	E-MAIL	
DAY PHONE	EVENING PHONE	CELL	FAX

Outside Congregation or organization

NAME	ORGANIZATION AND TITLE	E-MAIL	
DAY PHONE	EVENING PHONE	CELL	FAX

Member of the ELCA Clergy roster

NAME	ORGANIZATION AND TITLE	E-MAIL	
DAY PHONE	EVENING PHONE	CELL	FAX

Anyone else who knows your setting well

NAME	SYNOD	E-MAIL
------	-------	--------



DAY PHONE

EVENING PHONE

CELL

FAX

PART III: LEADERSHIP NEEDS

The Leader we Seek

Roster Type:

- ☐ Minister of Word and Sacrament ☐ Minister of Word and Service ☐ In Candidacy/First Call

POSITION TYPE:

MINIMUM DEGREE REQUIRED:

FULL TIME/PART TIME:

Language Proficiencies

PRIMARY LANGUAGE (PROFICIENCY)

SECOND LANGUAGE (PROFICIENCY)

THIRD LANGUAGE (PROFICIENCY)

Experience:

- ☐ 0-3 years ☐ 4-9 years ☐ 10 -15 years ☐ 16- 20 years ☐ 21 + years

Top Five Ministry Tasks

The five most critical tasks required in this position.

- | | | |
|---|--|---|
| <input type="checkbox"/> Administration | <input type="checkbox"/> Building a Sense of Community | <input type="checkbox"/> Campus / Young Adult Ministry |
| <input type="checkbox"/> Chaplaincy | <input type="checkbox"/> Children's Ministry | <input type="checkbox"/> Christian Education |
| <input type="checkbox"/> Communications/ Media | <input type="checkbox"/> Community Organizing | <input type="checkbox"/> Conflict Management |
| <input type="checkbox"/> Counseling/ Social Work | <input type="checkbox"/> Early Childhood Administration | <input type="checkbox"/> Ecumenical Work |
| <input type="checkbox"/> Evangelism/ Mission | <input type="checkbox"/> Financial Management | <input type="checkbox"/> Global Service |
| <input type="checkbox"/> Innovation / Creativity | <input type="checkbox"/> Interim Ministry | <input type="checkbox"/> Interpret Theology |
| <input type="checkbox"/> Inter-personal Climate | <input type="checkbox"/> Ministry in Crisis | <input type="checkbox"/> Ministry in Daily Life |
| <input type="checkbox"/> Ministry with Seniors | <input type="checkbox"/> Multicultural Ministry | <input type="checkbox"/> Music / Worship / Arts |
| <input type="checkbox"/> Outdoor/ Camping Ministry | <input type="checkbox"/> Parish Nurse / Health | <input type="checkbox"/> Participant in the Larger Church |
| <input type="checkbox"/> Pastoral Care and Visitation | <input type="checkbox"/> Preaching / Worship | <input type="checkbox"/> Public Policy / Advocacy |
| <input type="checkbox"/> Recruit and Equip Leaders | <input type="checkbox"/> Self Care / Family Life | <input type="checkbox"/> Small Group Ministry |
| <input type="checkbox"/> Social Ministry | <input type="checkbox"/> Spiritual Formation / Direction | <input type="checkbox"/> Stewardship |
| <input type="checkbox"/> Strategic Mission Planning | <input type="checkbox"/> Teaching | <input type="checkbox"/> Volunteer Coordination |
| <input type="checkbox"/> Youth and Family Ministry | | |

Gifts for Ministry

The five gifts essential in this position, and the five that are very helpful in this position.



Top Priority		Very Helpful
	Help people develop their spiritual life.	
	Help people understand and act upon issues of social justice.	
	Provide care and nurture.	
	Be active in visitation of members and non-members.	
	Be effective in working with children.	
	Build a sense of community among the people with whom he/she works.	
	Help others develop their leadership abilities and skills for ministry.	
	Be an effective administrator.	
	Be an effective communicator.	
	Be an effective teacher.	
	Encourage support of the Church's wider mission.	
	Work regularly in the development of stewardship growth.	
	Be active in ecumenical relationships.	
	Be effective in working with youth.	
	Organize people for community action.	
	Be skilled in planning and leading programs.	
	Have a strong commitment and loyalty to the Lutheran Church.	
	Understand and interpret the mission of the Church from a global perspective.	
	Deal effectively with conflict.	
	Bring joy and good humor to relationships.	
	Be able to share leadership and work in a team.	
	Be creative and innovative about his or her tasks.	
	Be able to use technology and media.	
	Appreciate cultural diversity in language and customs.	
	Have talents in the areas of music, arts and writing.	

Mutual Expectations

Please list the five primary areas of activity or focus that you wish your newly-called rostered leader to give special attention to during the first year of his or her ministry at this congregation or organization:

- A.
- B.
- C.
- D.
- E.

Please list the five ways that this congregation / organization will support and encourage the rostered leader during the first year in order to help her or him accomplish these responsibilities:

- A.



- B.
- C.
- D.
- E.

Compensation

No	No
PARSONAGE	SOCIAL SECURITY TAX OFFSET

MAXIMUM AMOUNT AVAILABLE FOR DEFINED COMPENSATION

Benefits

No	No	
PENSION	MEDICAL	VACATION WEEKS
No	No	
SABBATICAL POLICY	PARENTAL LEAVE POLICY	
No		
ARE BACKGROUND CHECKS REQUIRED		

Professional Expenses

No	No
AUTO / TRAVEL REIMBURSEMENT	PROFESSIONAL EXPENSES ACCOUNT
No	No
FIRST CALL THEOLOGICAL EDUCATION	CONTINUING EDUCATION

Comments:

Please offer any comment or explanation regarding the compensation package, especially as it compares to synodical recommendations or guidelines.

Other Supporting Resources

Are you able to supply the following items, if requested?

Mission and Vision statement of the congregation or organization	No
Printed history of the congregation or organization	No
Strategic Plan: Goals and Objectives	No
Budget	No
Annual Report	No



Position description: Duties and Responsibilities

No

PART IV: COMMENTARY

You are encouraged to offer information or commentary that will help the reader appreciate the vision, opportunities, challenges and nature of your ministry site. Use this opportunity to creatively promote and commend your ministry possibilities.

PART V: COMPLETION OF PROFILE

Discernment Process and Adoption

Please describe the process used to gather information, formulate responses, and officially adopt this Ministry Site Profile. (Approximately 100 words maximum).

Enter the date on which this Ministry Site Profile was adopted by vote of the Congregation Council or organization's board:

CALL PROCESS ADMINISTRATOR

The name of the person on the synod staff that the bishop has designated as the Call Process Administrator for this call process.

NAME

TITLE

OFFICE PHONE

E-MAIL

Reference's Recommendation

NAME

E-MAIL

DAY PHONE

EVENING PHONE

CELL

FAX

Ministry Performance Evaluation

Well done

Adequate

Needs
Improvement

1. Understanding of ministry

Pastor demonstrates a clear understanding of responsibilities in this area (ELCA Model Constitution C9.03):

- preaching

- administering the sacraments

Council members demonstrate a clear understanding of their responsibilities in this area (C12.04):

- stating the congregation's mission, conducting long-range planning, and evaluating the council's activities
- maintaining supportive relationships with the pastor and staff and assisting in annual evaluation of their ministries modeling a faithful lifestyle

The climate or culture of the **congregation** encourages members to use their gifts for ministry in the congregation and community.

Ministry Performance Evaluation

	Well done	Adequate	Needs Improvement	
2. Caring for the needs of the congregation				
Pastor demonstrates a clear understanding of responsibilities in this area (C9.03 and C9.12):				
• conducting worship				
• providing pastoral care				
• offering instruction and services for confirmation and marriage, visiting the sick, and conducting funerals				
• supervising the congregation's schools and organizations				
• installing council members				
• administering discipline with the council				
• keeping accurate records on baptisms, confirmations, marriages, burials, communicants, and membership				
• submitting statistics to the synod annually				
Council members demonstrate a clear understanding of their responsibilities in this area (C12.04):				
• seeking to involve all members of the congregation in congregational life				

Ministry Performance Evaluation

	Well done	Adequate	Needs Improvement	
<ul style="list-style-type: none"> overseeing the administration of the congregation 				
<ul style="list-style-type: none"> arranging for pastoral services in the pastor's absence 				
<ul style="list-style-type: none"> handling the congregation's financial and property matters 				
<ul style="list-style-type: none"> preparing an annual budget 				
<ul style="list-style-type: none"> ensuring that provisions of the constitution are carried out 				
<ul style="list-style-type: none"> submitting a comprehensive report at the annual meeting 				
The climate or culture of the congregation encourages members to assume responsibilities and leadership roles and follow through on their commitments.				
3. Taking Christ's mission into the world				
Pastor demonstrates a clear understanding of responsibilities in this area (C9.03):				
<ul style="list-style-type: none"> speaking for poor and oppressed people, calling for justice, and proclaiming God's love for the world 				
<ul style="list-style-type: none"> promoting the Kingdom of God 				
<ul style="list-style-type: none"> encouraging qualified individuals to consider ordained ministry or other rostered service 				

Ministry Performance Evaluation

	Well done	Adequate	Needs Improvement	
<ul style="list-style-type: none"> distributing information about the ELCA and its ministry 				
<ul style="list-style-type: none"> encouraging the congregation to support the synod and Church-wide organization 				
Council members demonstrate a clear understanding of their responsibilities in this area (C12.04):				
<ul style="list-style-type: none"> encouraging partnership with the synod and ELCA and the use of ELCA resources 				
<ul style="list-style-type: none"> inviting qualified individuals to consider ordained ministry or other rostered service 				
Members of the congregation are willing to actively invite others to:				
<ul style="list-style-type: none"> worship and other ministry opportunities 				
<ul style="list-style-type: none"> serve non-members in the name of Christ 				
<ul style="list-style-type: none"> carry out the work of Jesus Christ in the world today 				
4. Mutual ministry				
Pastor demonstrates a clear understanding of responsibilities in this area:				
<ul style="list-style-type: none"> supervising staff members 				

Ministry Performance Evaluation

	Well done	Adequate	Needs Improvement	
<ul style="list-style-type: none"> communicating well with the council 				
<ul style="list-style-type: none"> caring for our mutual life together in ways that create a positive climate 				
Council members demonstrate a clear understanding of their responsibilities in this area:				
<ul style="list-style-type: none"> communicating well with the pastor 				
<ul style="list-style-type: none"> caring for our mutual life together in ways that create a positive climate 				
The climate or culture of the congregation encourages members to care for one another and for our mutual life together in ways that create a positive climate.				
5. Overall ratings				
Overall, the pastor is functioning effectively.				

Ministry Performance Evaluation

	Well done	Adequate	Needs Improvement	
Overall, the congregation council is functioning effectively.				
Overall, our congregation is functioning effectively.				