

**VISION, PROCESS, AND PRACTICE
OF ELCA CAMPUS MINISTRY:
GUIDELINES AND RECOMMENDATIONS**

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**EVANGELICAL LUTHERAN CHURCH IN AMERICA
DOMESTIC MISSION**

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VISION, PROCESS, AND PRACTICE OF ELCA CAMPUS MINISTRY: GUIDELINES AND RECOMMENDATIONS

A. INTRODUCTION

Deeply rooted in our Lutheran heritage is the fact that the Protestant Reformation was formally born out of a university setting in Wittenberg, Germany, in the early 16th century. Martin Luther was a university-based theologian, and his engagement in the academic setting was essential to opening up public debate and discernment on the issues central to the Reformation. Over the years, Lutherans have displayed a deep commitment to ministry in the world of higher education as a place that nurtures an active mind and a curious spirit, and as a critical juncture for Christian faith to interact with the larger global culture.

In the United States, Lutheran Campus Ministry recognizes 1907 as the official year of its birth when Pastor Howard Gold accepted the call to serve as the Lutheran Campus Pastor at the University of Wisconsin-Madison. Pastor Gold was the first full-time Lutheran Campus Pastor in this country. This important occasion is described by Galen Hora in “A Brief History of Lutheran Campus Ministry,” a document he penned for the 2007 Centennial Celebration of Lutheran Campus Ministry:

A group of Lutheran students meeting at the University of Wisconsin, Madison, made the case for calling the first full-time campus pastor. They were part of a group of students from Milwaukee, Wisconsin, whose pastor, W.K. Frick, urged the start of a new Lutheran congregation near the university in Madison, where his student parishioners were studying. In 1905 a group began to meet for worship. In 1906 a congregation, now Luther Memorial, was organized. In 1907 they were ready to extend a pastoral call. The Rev. Howard Gold responded to this new venture in ministry. His task was twofold—to develop the fledgling congregation and to attend to the needs of students. By the end of the decade the United Lutheran Church enthusiastically reported, “Religious work in universities and colleges is no longer an experiment. . . . It has been established as not only a legitimate, but also a necessary sphere of general church activity.

Over 100 years later, Lutheran Campus Ministry continues to thrive as a key ministry of the Evangelical Lutheran Church in America (ELCA). With over 230 campus ministry sites across the country, Lutheran Campus Ministry is present at most major colleges and universities, and carries out ministry among a total student population of approximately 6,500,000.

As an important ministry emphasis of the ELCA, it is essential to have a clearly defined framework for the operation of and support for Lutheran Campus Ministry. In 2003, the ELCA Church Council approved a framework document called “Policies and Procedures for Campus Ministry.” With a 2006 revision approved by the Church Council, the document defined the campus ministry mission and described the existing accountability relationships among the churchwide organization, synods, and local campus ministry agencies. The document laid the foundation for how these stakeholders would coordinate their efforts to advance this vital ministry of the ELCA.

With the major restructuring of the ELCA churchwide organization in 2011, some significant organizational elements of “Policies and Procedures for Campus Ministry” became outdated and obsolete. This document, then, provides a fresh vision for the operation of and support for campus ministry in the ELCA that builds on the previous document, while reflecting the new organizational relationships that currently exist among the local campus ministry agencies, synods, and the

churchwide organization. Rather than provide a set of policies and procedures, this document offers a series of guidelines and recommendations to assist the various campus ministry stakeholders in their collaborative efforts to help campus ministry thrive as an essential ministry of the ELCA.

This document does not constitute or create a partnership, joint venture, pooling arrangement, agency relationship, or formal business organization of any kind between the churchwide organization, synods, or local campus ministry agencies. Rather, the document describes the methods by which these separate ministries are coordinated to advance campus ministry in the ELCA.

Finally, it should be noted that with support and counsel from the Domestic Mission unit of the ELCA, the Lutheran Campus Ministry Network (LCMNet) was formally incorporated on June 9, 2015. LCMNet is a voluntary association of ELCA campus ministry professionals to “form collegial relationships, train professional leaders, and advocate for ministry on college and university campuses in order to sustain and strengthen campus ministry in the ELCA.” The formation of LCMNet was an important step to adapt and sustain Lutheran Campus Ministry for a new era.

B. CONTEXTS AND MODELS FOR ELCA CAMPUS MINISTRY

The Evangelical Lutheran Church in America provides ministry on over 230 college and university campuses across the country, and the contexts for those ministries vary greatly. Some of the ELCA’s local campus ministry agencies are set in large public or private universities where the majority of students live in residence halls or university-owned apartments near the university. Other campus ministries serve small- to moderate-sized public or private universities in which almost all students live in housing units on campus. A number of the local campus ministry agencies are called to serve large urban campuses in which there are no residence halls, but students commute to campus on a daily basis. In addition, some centers for learning are community colleges, vocational training institutions, tribal colleges, historically black colleges and universities, and online education and distance learning programs.

The various contexts for campus ministry serve increasingly diverse populations of students. These contemporary student populations include such groups as first-generation college students, international students, students returning to college following military service, student-athletes, students who are undocumented immigrants, students from every cultural and ethnic background, and students representing every socio-economic class. This diversity within the student population is also reflected in their religious and non-religious preferences.

In addition, there are a variety of campus ministry models in the ELCA through which ministry occurs:

- Some local campus ministry agencies operate as campus ministry non-profit organizations, led by full-time or part-time campus ministry staff. Some of these campus ministry agencies have their own facilities for welcoming students and others into ministry. Some utilize spaces on campus or in the community. Often they are supported by local congregations who choose to be their "mission partners."
- Other campus ministry agencies are congregation-based, with one or more of the congregation's staff persons devoting a portion of their time to leading the campus ministry. A few of the ELCA's congregation-based campus ministries are specifically organized as student congregations. The congregation's campus ministry programs may take place in their own buildings, but they also might happen in a variety of places on campus as the ministry engages the wider university community.
- The ELCA also benefits from the involvement of many contact congregations that invite

university students, faculty, and staff into their worshipping communities.

- Finally, there are a number of ecumenical campus ministry agencies in which the ELCA participates. These ecumenical campus ministries involve a cooperative effort on a college or university campus with one or more of the ELCA's ecumenical partners.

C. MISSION AND SCOPE OF ELCA CAMPUS MINISTRY

Given the variety and diversity of contexts in which ELCA campus ministry agencies are situated, it might appear that the ministries themselves are just as varied and diverse. While it is true that local campus ministry agencies take diverse approaches to their programs on college and university campuses, there are three key elements that lie at the heart and core of the ELCA's mission in higher education.

1. Creating a Caring and Welcoming Student Faith Community

Grounded in a ministry of Word and Sacrament, thousands of college and university students gather under the Lutheran Campus Ministry banner each week as part of a caring, learning, worshipping, and serving community in Christ. In the lives of students, this community offers an opportunity to connect faith and reason through freedom of inquiry, inviting and encouraging students to wrestle with the big questions of life and faith. Through it, students are encouraged to explore their vocations as children of God and to discover their opportunity to embody that vocation in their daily lives and future careers. Campus Ministry provides a space for students to encounter God at work in the world and to discover their own call to serve and respond to the needs of others. For some, this call leads them to a professional career in the church. For many, this call invites them to explore the intersection of their faith and their future careers as teachers, physicians, social workers, mathematicians, nurses, scientists, attorneys, musicians, artists, and more.

ELCA campus ministry places a high priority on being a welcoming and inclusive community of faith. In fact, on some college and university campuses, Lutheran Campus Ministry is the only Christian organization that openly welcomes LGBTQ students and boldly advocates for them within the campus community. All are welcomed and affirmed in these student faith communities provided by ELCA campus ministry.

Within this caring community of faith, students are also invited to use, develop, and refine their leadership skills and abilities. In Lutheran Campus Ministry, being the church is not an experience for the future; it is a reality for the present moment as students make real decisions about the shape and direction of their faith community.

2. Engaging the Wider Academic Community

Lutheran Campus Ministry staff envision their call as doing more than just developing and maintaining a student faith community; they also see campus ministry as a call to accompany and serve the wider campus community of staff, faculty, and administrators. They understand campus ministry to be the very real presence of Christ across the campus, calling them to God's creative work as they represent the Evangelical Lutheran Church in America. Lutheran Campus Pastors and Campus Ministers believe they are called to serve the whole campus population and be companions in times of stress, tragedy, and celebration, offering sacred grounding in the hopeful and gracious word of the Gospel. In ELCA campus ministry, "the entire campus is our cathedral."

Engaging the wider academic community sometimes means building relationships with people across the campus who have little interest in the church, who may feel that the church is irrelevant, and who may even hold feelings of hostility for the church. Lutheran Campus Ministry seeks to provide a fresh

perspective on the church as a community characterized by grace, integrity, openness, inclusiveness, and compassion. This approach takes the campus ministry staff to the far reaches of the university to interact with individuals and groups who have little, if any, connection to a religious community. It means engaging in conversation with people across the campus about important issues in their lives: meaning, identity, vocation, values and ethics, justice, service, diversity, and relationships. Even if they never choose to belong to the campus ministry program or participate in its activities, this encounter with a caring campus ministry professional may provide one of the few opportunities for these people to experience the true wonder of a God whose love is rich, full, and welcoming.

In order to realize this element of campus ministry's role in the academic community, Campus Pastors and Campus Ministers search for "entry points" into the life and structure of the university. Some examples of these entry points are:

- Providing educational and enrichment programs in the residence halls
- Developing an on-campus food pantry for students in need
- Teaching university classes
- Serving as a guest lecturer in classes
- Sponsoring service programs and projects for the entire campus community
- Providing pastoral and spiritual support during a campus crisis
- Serving on various university boards and committees
- Providing programs for new student orientation
- Facilitating discussions for parents of new students
- Providing support for student groups that are marginalized such as undocumented migrant students, LGBTQ students, and students with disabilities
- Welcoming and caring for international students
- Creating opportunities for interfaith exchanges
- Sponsoring interfaith forums for the entire academic community
- Serving on the university research ethics committee
- Serving as a chaplain or advisor for various student organizations
- Providing all-campus worship opportunities (Ash Wednesday, Thanksgiving celebration, Earth Day observance, National Day of Prayer, etc.)

As Lutheran Campus Ministry seeks to engage the wider academic community, it should also be noted that on many campuses, university faculty and administrators are reaching out to ELCA campus ministries as participants with them in the educational enterprise. There is renewed interest within the academic community to provide a framework in which students might consider what it means to live lives worth living, which is a significant vocational thrust of campus ministry in the ELCA.

3. Sharing with the Church What We are Learning

Joseph Sittler, the beloved 20th century Lutheran theologian, spoke the following words to a group of Lutheran Campus Ministry professionals at a week-long conference in June of 1977 (as quoted in *Running with the Hounds: Conversation with Campus Ministry*, Department for Campus Ministry, Evangelical Lutheran Church in America, 1977). Although these words are several decades old, they still speak to an important element of the campus ministry mission:

First of all, in a way larger than you may suspect, you live your Christian existence on the frontier of the church's life in the culture. Your very exposure to the movements of life as they are most vivaciously exhibited and with the greatest candor expressed in the student generation puts you in a privileged position. You are not locked into already stiffened and stylized forms of life into which maturity does trap you. You are with the most flexible, varied, articulate, and explosive aspects of our culture. That is your situation, as I see it.

But that situation devolves upon you a responsibility, and that is my second point. I won't talk of your responsibility in terms of how you do your job, which I could not talk about with any knowledge. Rather, in your responsibility to the church, I think you do not speak back to the church enough, or clearly enough, out of your own extraordinary experience.

A part of the call in campus ministry is to share with the church the many observations and insights growing out of our work on college and university campuses. Some of those discoveries are related to the culture of young adults and effective approaches to ministry among young adults. It also means sharing with the church what is being discovered about the changing and evolving elements of our contemporary culture and how that might impact the future shape of the church and its work in the world. Campus ministry is an important gift to the church as we communicate what is being learned in the academic environment.

D. DEFINITION OF TERMS

Area Campus Ministry Agency

In some areas of the country, an *Area Campus Ministry Agency* has been developed for the specific purpose of supporting and advancing campus ministry in the constituent synods. Area Campus Ministry Agencies can be separate corporations or unincorporated ministries of the participating synods. In this document, references made to synods also apply to area campus ministry agencies operating on behalf of the constituent synods.

Campus Minister

A *Campus Minister* is either an ELCA rostered Minister of Word and Service (who may be referred to as a Deacon), or a non-rostered leader serving in a local campus ministry agency.

Campus Ministry Facilitators

A *Campus Ministry Facilitator* has been contracted to serve in each of the nine ELCA regions by the Domestic Mission unit and the Lutheran Campus Ministry Network Board. The Campus Ministry Facilitators are Campus Pastors or Campus Ministers who provide several hours of their time each week to assist in the support of campus ministry at the regional level in relationship with the synods in each region, the churchwide organization, and the Lutheran Campus Ministry Network Board. In general, the Campus Ministry Facilitators have two primary areas of responsibility: (1) to serve as the campus ministry communication link with the synods in their region, and (2) to provide an additional level of support and care for the campus ministry staff in their region.

Campus Pastor

A *Campus Pastor* is an ELCA rostered Minister of Word and Sacrament serving under call in a local campus ministry agency.

Church

In this document, the term *church* refers to the religious denomination known as the Evangelical Lutheran Church in America (ELCA).

Church Council

The *Church Council* is the board of directors of the ELCA that serves as the interim legislative authority between meetings of the Churchwide Assembly.

Churchwide Organization

The *Churchwide Organization* is that expression of the Evangelical Lutheran Church in America defined in Chapter 11 of the ELCA's Constitution, Bylaws, and Continuing Resolutions (CBCR). It is a Minnesota nonprofit corporation with its principal place of business at 8765 West Higgins Road,

Chicago, Illinois 60631. The legal name of the churchwide organization is the Evangelical Lutheran Church in America. The Evangelical Lutheran Church in America is also the name of the broader religious denomination, including its three primary expressions – congregations, synods, and the churchwide organization - as well as numerous ministries. To avoid confusion in this document, whenever reference is made to the denomination, the terms Evangelical Lutheran Church in America, ELCA, and church shall be employed. Whenever reference is made to the corporation that is the churchwide organization, the term churchwide organization shall be used.

Domestic Mission Unit

An unincorporated program unit of the churchwide organization as defined in CBCR provision 16.12.C05. The *Domestic Mission unit* is responsible for the churchwide organization’s oversight of campus ministry in the ELCA.

Evangelical Lutheran Church in America (ELCA)

For purposes of this document, the term *Evangelical Lutheran Church in America (ELCA)* refers to the religious denomination known by that name which includes three expressions – congregations, synods, and the churchwide organization - as well as numerous ministries. The name, Evangelical Lutheran Church in America, is also the corporate name of the churchwide organization. In this document, whenever reference is made to the corporation that is the churchwide organization, the term churchwide organization shall be used.

Local Campus Ministry Agency

A *Local Campus Ministry Agency* is the entity that provides the “on-the-ground” ministry to the academic communities it has been called to serve. It may be one of the following:

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

LuMin

LuMin is the brand identity and extended community of interest around Lutheran Campus Ministry, including students, alumni, donors, local board members, local support staff, former staff, and others supporting Lutheran Campus Ministry. The LuMin brand identity was developed by the Lutheran Campus Ministry Network.

Lutheran Campus Ministry Network (LCMNet)

The *Lutheran Campus Ministry Network* is an association to sustain and strengthen campus ministry in the ELCA by (1) forming collegial relationships, (2) training professional leaders, and (3) advocating for ministry on college and university campuses. It serves as a community of practice for member staff and organizations, independently incorporated as a 501(c)(3) religious non-profit, governed by a Board of Directors elected by Lutheran Campus Ministry staff who are voting members of the Lutheran Campus Ministry Network.

Program Director for Campus Ministry

The *Program Director for Campus Ministry* is the individual within the Domestic Mission unit principally responsible for ensuring that the churchwide organization carries out its campus ministry roles and responsibilities as defined in this document. The Program Director for Campus Ministry works under the supervision of the Director of Congregational Centers for Mission within the Domestic Mission unit. When this document refers to the churchwide organization’s efforts in campus

ministry, it is the Program Director for Campus Ministry who is responsible for coordinating those efforts.

E. ELCA CAMPUS MINISTRY AS AN INTERDEPENDENT RELATIONSHIP

As stated in the introduction of this document, campus ministry in the ELCA is viewed as an interdependent and collaborative relationship among three entities: (1) the local campus ministry agency, (2) the synod in which the local campus ministry agency resides (NOTE: In some areas of the country, one or more synods have formed an “area campus ministry agency” for the specific purpose of assuming these responsibilities on behalf of the constituent synods), and (3) the churchwide organization. Since the reorganization of the ELCA in 2011, it has become increasingly clear that the vitality of campus ministry is enhanced as each of these three entities contributes its unique resources in a collaborative way. As important decisions are considered regarding campus ministry at the local, synod, or churchwide levels, it is critical that these three levels be in open communication and consultation with one another so that the most positive and productive decisions are made.

The local campus ministry agency provides the on-the-ground ministry to the colleges or universities it has been called to serve and has a firsthand perspective on the realities, possibilities, and challenges of providing ministry in the specific academic environment. Synods support the work of campus ministry by providing operating grants to local campus ministry agencies, supporting campus ministry agencies in transition, and advocating for campus ministry across the synod. The churchwide organization does not directly engage in campus ministry on any campus, but helps coordinate campus ministry across the ELCA, provides financial and non-financial resources to support campus ministry, and advocates for campus ministry throughout the entire church.

The following three sections briefly describe the unique role that each of these entities plays in the operation of and support for campus ministry in the ELCA.

F. CAMPUS MINISTRY AND LOCAL CAMPUS MINISTRY AGENCIES

The local campus ministry agencies, like the churchwide organization and synods, are called to advance the ELCA’s mission and ministry in higher education. For a local campus ministry agency, this call involves ministering to and with students, faculty, staff, and the wider academic community on one or more campuses. A local campus ministry agency’s work necessarily involves annually developing plans, goals, and budgets that allow the agency effectively to conduct a ministry that includes but is not limited to:

- worship,
- evangelism and outreach,
- faith formation and Christian education,
- creating a welcoming and caring community,
- service, justice, and advocacy,
- leadership development,
- vocational formation,
- stewardship and fundraising,
- connecting with the wider academic community,
- ecumenical and interfaith connections, and
- developing relationships with the larger Lutheran community.

It is expected that the local campus ministry agency will:

1. be a nonprofit corporation in good standing, or be an unincorporated ministry of a synod, incorporated area campus ministry agency, or congregation which is a corporation in good standing;
2. be exempt from federal income tax pursuant to Internal Revenue Code Section 501(c)(3), either because: (a) it is included in the churchwide organization's group ruling, or it is an unincorporated ministry of a synod, incorporated area campus ministry agency, or congregation that is included in the churchwide organization's group ruling; or (b) it has received its own determination letter from the Internal Revenue Service, or it is an unincorporated ministry of a synod, incorporated area campus ministry agency, or congregation which has received its own determination letter;
3. adopt a mission statement and develop a long-range plan consistent with the mission and ministry of ELCA campus ministry;
4. provide a campus ministry that is consistent with this Guidelines and Recommendations document;
5. keep complete and accurate records regarding all programs, services, and activities conducted by the agency;
6. submit an annual report of programs, services, and activities as requested by the churchwide organization;
7. maintain complete and accurate financial records;
8. comply with all applicable local, state, and federal laws;
9. comply with the ELCA Constitution, Bylaws, and Continuing Resolutions;
10. maintain insurance with minimum coverages and limits consistent with the coverages and limits of the ELCA's endorsed program for congregations;
11. endeavor to provide compensation to its staff consistent with the guidelines adopted by the synod(s) which financially support the ministry of the agency; and
12. utilize all resources received from the churchwide organization, synod(s), area campus ministry agencies, congregations, and other donors in ways that support the campus ministry effort at the local level.

G. CAMPUS MINISTRY AND SYNODS

Synods, like the churchwide organization and local campus ministry agencies, are called to advance the ELCA's mission and ministry in higher education. For a synod, this call includes:

1. advocating for campus ministry within the synod;
2. developing and distributing financial resources to help support the campus ministry agencies on the territory of the synod;
3. consulting with the churchwide organization on ways to advance the ELCA's mission and ministry in higher education in general and within the synod especially;
4. consulting with the local campus ministry agency and the churchwide organization on decisions that affect the initiation, expansion, downsizing, or closing of local campus ministry agencies within the synod;
5. providing the churchwide organization with an annual report on the distribution of financial resources to local campus ministry agencies within the synod;
6. supporting the quadrennial review of local campus ministry agencies within the synod in collaboration with the local agencies and the churchwide organization; and
7. consulting with the Program Director for Campus Ministry before issuing, or a synod's bishop attesting, a call involving significant campus ministry responsibilities.

(NOTE: In some areas of the country, one or more synods have formed an area campus ministry agency for the specific purpose of assuming these responsibilities on behalf of the constituent synods.)

H. CAMPUS MINISTRY AND THE CHURCHWIDE ORGANIZATION

The churchwide organization, like the synods and local campus ministry agencies, is called to advance the ELCA's mission and ministry in higher education. For the churchwide organization, this call includes:

1. advocating for and interpreting the work of campus ministry throughout the entire church;
2. developing, implementing, and managing a system to help coordinate campus ministry in the ELCA;
3. collaborating with synods and area campus ministry agencies to disburse financial resources which support the work of local campus ministry agencies;
4. identifying and developing programmatic, ministry, and pastoral resources to support ELCA campus ministries and staff;
5. consulting with the local campus ministry agency and the synod when decisions are being made for the initiation, expansion, downsizing, or closing of local campus ministry agencies;
6. providing insight, counsel, and support to synods and local campus ministry agencies during the Campus Pastor or Campus Minister call process;
7. working with synod new start or renewal tables as sources for launching or deepening and extending campus ministry in the synod;
8. coordinating a system of congregations to perform ministry at colleges and universities where professional campus ministry staff are not employed;
9. fostering relationships with the Lutheran Student Movement-USA, ecumenical student movements, and other denominational campus ministries;
10. gathering and disseminating information about the various ministries engaged in campus ministry and how the resources provided by this church advances ELCA's campus ministry and the broader ministry of this church; and
11. providing an annual campus ministry summary report to the Domestic Mission unit, the ELCA Church Council, the synods, and the local campus ministry agencies.

I. RECOMMENDATIONS FOR LUTHERAN CAMPUS MINISTRY STAFF

College and university campuses are challenging settings in which to do effective and sustainable ministry. The university system is a complex environment that presents a number of obstacles and opportunities to those who represent a religious community. It is clear that the world of higher education is precisely the place where the church must have a presence. In the midst of that world:

- learning and faith meet in ways that can transform people and structures;
- the church is able to engage a highly diverse population of students, faculty, and staff involved in the disciplines of learning, research, and discovery; and
- the church encounters the cutting edge of science, technology, ethics, medicine, the arts, and other disciplines.

Ministry in the world of higher education requires campus ministry professionals who have a deep sense of God's work in the world, a genuine respect for people from diverse cultures and backgrounds, and an ability to relate well with both inquiring students and educated faculty. These are professionals who must be well trained, theologically focused, and entrepreneurial in their approach to ministry. The ELCA has a long history of gifted campus ministry professionals who regularly bring these qualities and characteristics to their work at colleges and universities across the country.

Campus Pastors called to serve local campus ministry agencies are expected to be:

- an ELCA rostered Minister of Word and Sacrament;
- or on the clergy roster of another denomination in full communion with the ELCA;
- or on the clergy roster of a church which accepts the teaching of the Unaltered Augsburg Confession and will be serving at a local campus ministry agency where altar and pulpit fellowship has been approved as provided in CBCR provisions 2.05, 8.74, and 8.75.¹

Campus Ministers called to serve local campus ministry agencies should have the following minimum qualifications:

- possess a Bachelor's Degree; and
- be an ELCA rostered Minister of Word and Service;
- or serve in a multi-staff position supervised by a rostered leader in the ELCA, or a rostered leader in another denomination in full communion with the ELCA;
- or serve as a Campus Minister at an ELCA affiliated local campus ministry agency on or before July 1, 2003.

There are situations in which a layperson who is not a rostered leader in the ELCA is employed to serve in a local campus ministry agency. In those cases, a call is not extended to the individual by an expression of the ELCA.

In addition to providing leadership for the local campus ministry agency as it seeks to accomplish the tasks described in Section E of this document, it is expected that Campus Pastors and Campus Ministers will:

1. participate in new staff training in the early stages of a call to campus ministry;
2. attend national and regional gatherings for campus ministry staff;
3. inform the Campus Ministry Facilitator in their respective region and the ELCA Program Director for Campus Ministry of any changes in ministry contact or communication information (email address, website address, phone number, etc.); and
4. become active members of the Lutheran Campus Ministry Network.

J. FINANCIAL SUPPORT FOR ELCA CAMPUS MINISTRY

1. Introduction

Operating grants are annual financial awards provided to local campus ministry agencies by the churchwide organization, synods, or area campus ministry agencies to engage in the ELCA's mission and ministry in higher education. Each year, these stakeholders in ELCA campus ministry must decide the best way to carry out the work of campus ministry given the available resources. This requires the churchwide organization, the synods, and the area campus ministry agencies to make strategic choices about where to invest the resources with which each has been entrusted. The following factors are often used to help inform this decision and the allocation of campus ministry funds:

- consensus among local entities, synods, and the churchwide organization to establish and maintain a ministry presence on one or more campuses to be served by a ministry;
- financial sustainability;
- accessibility to students;

¹ CBCR provision 8.74 states: This church, in accord with constitutional provision 2.05, acknowledges as one with it in faith and doctrine all churches that accept the teaching of the Unaltered Augsburg Confession and understands that altar and pulpit fellowship with congregations and other entities of such churches may be locally practiced. Local practice of altar and pulpit fellowship, in accord with the churchwide constitutional provision 2.05, is subject to the approval of the Synod Council, upon endorsement by the synodical bishop. Notice of such approval is to be given to the presiding bishop as the chief ecumenical officer of the Evangelical Lutheran Church in America.

- accessibility to the wider academic community;
- regional/national significance of the college or university;
- opportunities for ministry in a multicultural context; and
- opportunities for ecumenical cooperation.

2. Operating Grant Awards

An operating grant represents a good faith intention by the churchwide organization, the supporting synod(s), or the area campus ministry agency to pay the operating grant award to the local campus ministry agency. However, the ability of the churchwide organization, the supporting synod(s), or an area campus ministry agency to provide the full grant award in any given year is dependent on the actual availability of financial resources through mission support.

3. Churchwide Organization Campus Ministry Budget

Each year the churchwide organization allocates a portion of its budget to the Domestic Mission unit which allocates a portion of that budget to campus ministry for operating grants. The churchwide operating grants are made available in three ways: (1) the grant is paid directly to a local campus ministry agency; (2) the grant is paid to a synod for distribution to the local campus ministry agencies in that synod; or (3) the grant is paid to an area campus ministry agency for distribution to the local campus ministry agencies in that area. The churchwide allocation for operating grants is prepared by the Program Director for Campus Ministry in consultation with the Director of Congregational Centers for Mission and the Executive Director of the Domestic Mission unit. Since the ELCA Church Council approves the annual churchwide organization budget at its November meeting each year, the amount of the campus ministry operating grants will be communicated to the respective local campus ministry agencies, synods, or area campus ministry agencies by December 1 of each year. The total operating grant funds available in any given year to a local campus ministry agency is the sum of the churchwide organization funds and the funds provided by the synod(s) or the area campus ministry agency.

4. Registration Process for Churchwide Operating Grants

Local campus ministry agencies, synods, and area campus ministry agencies that receive churchwide operating grants beginning in the 2018 fiscal year will register for those grants on or before September 1 of the previous year using the ELCA grant management system. This grant management system is used to track all ELCA grants, including the operating grants for campus ministry.

K. INITIATING, EXPANDING, DOWNSIZING, AND CLOSING LOCAL CAMPUS MINISTRY AGENCIES

As decisions are made for initiating, expanding, downsizing, or closing local campus ministry agencies, it is strongly recommended that all campus ministry stakeholders be involved in the conversations that are a part of the decision-making process. The local campus ministry agency, the synod, and the churchwide organization all provide unique and helpful perspectives on the issues being considered in that decision. Including all of these perspectives will enhance and strengthen the final decision.

It is recommended that at least the following individuals be considered for these conversations:

1. Synod staff person responsible for campus ministry;
2. ELCA Program Director for Campus Ministry;
3. Board Chair of the local campus ministry agency;
4. Campus Pastor or Campus Minister, if available; and
5. Campus Ministry Facilitator for the region.

L. MANAGING AND FILLING VACANCIES AT LOCAL CAMPUS MINISTRY AGENCIES

Whenever a vacancy occurs in a campus ministry setting, it is recommended that there be conversation between the board of the local campus ministry agency, the synod, and the churchwide organization. This important conversation can be initiated by any of the campus ministry stakeholders. In part, this conversation involves assisting the local campus ministry agency with the development of a Ministry Site Profile. In consultation with the synod, the local campus ministry agency and the churchwide organization will then help identify a list of candidates who may possess the appropriate ministry gifts to meet the ministry needs of the setting. During the call process, the churchwide organization will continue to consult with the local campus ministry agency and the synod regarding the staffing of the campus ministry site. The consultation provided by the churchwide organization relates to the compatibility of ministry gifts and the needs of the local campus ministry setting.

Campus ministry occurs in a distinctive setting that requires a distinctive set of ministry gifts. The synods, local campus ministry agencies, and the churchwide organization each play distinct and critical roles in the call of a Campus Pastor or Campus Minister to a particular campus ministry setting. The purpose of this section is to identify those distinct but related roles.

1. The Nature of a Call

Understanding these respective roles and responsibilities begins with a clear understanding of the nature of a call. One aspect of a call is the ecclesiastical relationship and another is the employment relationship, both of which exist when a Campus Pastor or Campus Minister is called to a campus ministry setting. The ecclesiastical relationship exists between a rostered person and one of the expressions of the ELCA (churchwide organization, synod, or congregation). That relationship is defined and governed by the Constitution, Bylaws, and Continuing Resolutions (CBCR) and in particular provisions 7.40 *et seq.* and 7.52.20 *et seq.* By contrast, the employment relationship is between the employee (Campus Pastor or Campus Minister) and the employer (local campus ministry agency, area campus ministry agency, or synod). The interrelationship between the ecclesiastical and employment aspects of a call can be confusing. While a call may create both an ecclesiastical and an employment relationship, this is not always the case. For example, in those circumstances where a Campus Minister is not an ELCA rostered Minister of Word and Service, a call is not extended by an expression of this church. In addition, the parties to each relationship may be different. For example, a Campus Pastor may be employed by a local campus ministry agency but called by a synod. In the context of campus ministry, the parties to the ecclesiastical and employment relationships typically fall into one of the following categories:

- Where the local campus ministry agency is congregationally based, the call is between the Campus Pastor or rostered Campus Minister and the congregation that employs the Campus Pastor or rostered Campus Minister.
- Where the local campus ministry agency is an independent nonprofit corporation, the employment relationship is between the Campus Pastor or Campus Minister and the local campus ministry agency. However, because the local campus ministry agency is not an expression of the ELCA (as defined in the CBCR), it cannot extend the call. In these situations, the call is extended by the synod in which the local campus ministry agency is located.
- Where there is an area campus ministry agency, the employment relationship is either between the local campus ministry agency and the Campus Pastor or Campus Minister or the area campus ministry agency and the Campus Pastor or Campus Minister. However, because neither the area campus ministry agency nor the local campus ministry agency is an expression of this

church, neither can extend the call. In these situations, the call is extended by the synod in which the local campus ministry agency is located.

- Where the local campus ministry agency is an unincorporated ministry of a synod, the call is between the Campus Pastor or rostered Campus Minister and the synod that employs the Campus Pastor or Campus Minister.

2. The Role of the Synod

The role of a synod in calling a Campus Pastor or rostered Campus Minister is clearly defined in the ELCA Constitution, Bylaws, and Continuing Resolutions. Nothing in this document is intended to diminish or alter the role of synods defined in the CBCR. The guidelines and recommendations in this document merely serve to affirm this role and the ecclesiastical obligation of the campus ministry stakeholders to abide by these and all other provisions of the CBCR, and to consult with each other before requesting, extending, or attesting a call involving a campus ministry setting.

3. The Role of the Local or Area Campus Ministry Agency

Local and area campus ministry agencies employing Campus Pastors or Campus Ministers are responsible for selecting and supervising the Campus Pastors and Campus Ministers they employ; deciding whether to retain or terminate a Campus Pastor or Campus Minister; and deciding the terms and conditions of employment including the Campus Pastor's or Campus Minister's duties, compensation, benefits, and leave. Additionally, local and area campus ministry agencies are expected to consult with the synod and the churchwide organization before deciding to employ or terminate a Campus Pastor or Campus Minister.

4. The Role of the Churchwide Organization

The churchwide organization is never the employer or source of call for a Campus Pastor or Campus Minister. The churchwide organization can help identify individuals with the interest and the ministry gifts to serve in a campus ministry setting. The churchwide organization is also often aware of the particular ministry gifts needed to serve a specific campus ministry setting. As a result of this perspective, the churchwide organization is able to provide insight, counsel, and guidance to the other campus ministry stakeholders on whether the ministry gifts of a Campus Pastor or Campus Minister are a good fit for campus ministry in general and for a specific campus ministry setting.

M. THE ROLE AND FUNCTION OF NLCM, INC.

National Lutheran Campus Ministry, Inc. (NLCM, Inc.) is an independent nonprofit corporation organized on behalf of the Evangelical Lutheran Church in America. NLCM, Inc. is responsible for assisting campus ministries related to their capital projects and managing real estate investments made by and on behalf of campus ministries of the ELCA. NLCM, Inc. provides various forms of financial assistance and technical support to campus ministry agencies with respect to planning, acquisition, maintenance, improvement, and disposition of facilities.

NLCM, Inc. currently provides outright grants to campus ministry agencies in support of physical and real property needs otherwise known as capital needs. Real property needs include but are not limited to building construction, repairs to existing structures, and property purchases. Funding is for needs that exceed the normal or annual maintenance budget of the campus ministry agency. It is not intended for utilities, insurance, or mortgage payments. Funding is also not for programmatic needs such as transportation, lectures, or supplies.

Until April 2014, when NLCM Inc. moved to a granting agency, capital resources were treated as "recoverable equity loans" and were secured by "enforceable liens of public record." The existing

loans will not be recalled unless certain contingencies, defined in payment agreements made part of the mortgage or deed of trust, occur. These conditions typically include the sale of property, dissolution of the agency, and other management safeguards. The list of conditions is in the payment agreements.

At its April 2014 meeting, the NLCM, Inc. Board of Directors approved moving to a grant process for funding capital projects. An application process was established and guidelines developed for providing capital project grants that have been shared with local campus ministry agencies. The NLCM, Inc. Board of Directors meets at least twice annually to review proposals for funding from campus ministry agencies and to fund such proposals according to its discretion and guidelines. The application form for NLCM, Inc. grants is available from the Program Director for Campus Ministry.

Under the new grant procedures, grants will be provided in connection with local funding efforts, except in the case of an emergency need. NLCM Inc. will provide grants on a one-to-one matching basis up to an approved amount, usually not exceeding \$50,000. Emergency grants may be made up to \$10,000. Again, for funding provided prior to the April 2014 change to the grant system, all terms and conditions of the original approvals and legal documentation will remain in full force and effect.

N. RECOMMENDATIONS FOR QUADRENNIAL REVIEWS

Over the years, Quadrennial Reviews have been an important element in ELCA campus ministry. The review is a primary way in which the ELCA stakeholders stay connected with and provide support for local campus ministry agencies. It provides the ELCA stakeholders with a process and procedure for observing the effectiveness of the local agency, lifting up its strengths, and noting areas that might need attention. While Quadrennial Reviews are a retrospective of the past four years, they primarily help the local campus ministry agency look forward to the next four years by asking the agency to do strategic planning, budget building, and program and ministry discernment. The Quadrennial Review is intended to be a positive and helpful experience for all.

The important features of a Quadrennial Review include:

- drawing together all campus ministry parties in a shared event;
- bringing a peer campus ministry staff person into the process which allows for synergy between sites and staff, as well as providing an outside perspective to the review;
- holding the review over a sufficient time period to allow for adequate constituent interviews, reflection, and evaluation that is thoughtful and well-expressed in the report. One day is possible, and two days are optimal;
- structuring the review around the key elements of program, staff, board oversight, student leadership, financial sustainability and fund-raising, involvement in the wider university community, and the unique features and context of each site;
- designing the review with flexibility in order to be useful to sites that are ecumenical, congregational, multi-site, regional, center-based, or campus-based; and,
- providing an evaluative report that can be used as a framework for mission planning with clear and achievable goals and objectives.

The benefits of a periodic campus ministry review derive from the work undertaken in preparation, conduct, and follow-up. In *preparation* for the review, the campus ministry undertakes fresh assessment and discernment related to its current strengths and challenges. The *conduct* of the review consists of conversational on-campus interviews by the review team with various groups of ministry stakeholders. In *follow-up*, the review team prepares and submits a report intended to guide the ministry board and staff in their work over the next few years.

The first step in planning for a campus ministry review is to determine the date or dates when the review is to be conducted. Ideally, preparation for the review will begin four to six months prior to the date(s) selected.

Critical to the benefits of a Quadrennial Review is engagement by the review team with various groups of stakeholders. Adequate time and opportunity for that engagement must be arranged by ministry leaders in advance of the review. The advantages to conducting a review over two days (beginning at noon on the first day and ending shortly after noon on the second day) include greater flexibility in the scheduling of stakeholder groups and reduced exhaustion for the review team. One advantage to conducting a review in a single day is the possible elimination of overnight lodging for the review team. This document recommends that the review be conducted over two days rather than a single day in order to ensure adequate energy and attention on the part of the review team.

This document also recommends that a four-person review team be convened for each review undertaken. Whenever possible, a review team should include the following:

- the synod Bishop *or* Assistant to the Bishop *or* Director for Evangelical Mission;
- a person representing the churchwide organization (e.g., Program Director for Campus Ministry, Campus Ministry Facilitator for the region, designee of the churchwide organization, etc.);
- a campus ministry staff peer; and
- one additional person, preferably from the community in which the campus ministry is located.

It is recommended that the local campus ministry agency, the synod, and the churchwide organization be in conversation about the appropriate sources of funding to support each review.

It is also recommended that the campus ministry stakeholders in each region develop a four-year strategic plan for scheduling reviews that will include all of the local campus ministry agencies across the region. The Campus Ministry Facilitators in each region can serve as consultants in this scheduling process.

O. THE ROLE AND FUNCTION OF THE LUTHERAN CAMPUS MINISTRY NETWORK

As noted above, the Lutheran Campus Ministry Network is an association to sustain and strengthen campus ministry in the ELCA by (1) forming collegial relationships, (2) training professional leaders, and (3) advocating for ministry on college and university campuses. It serves as a community of practice for member staff and organizations, independently incorporated as a 501(c)(3) religious non-profit, and governed by a Board of Directors elected by Lutheran Campus Ministry staff who are voting members of the Lutheran Campus Ministry Network. As such, the Lutheran Campus Ministry Network serves as a valuable resource for campus ministry in the ELCA. The Lutheran Campus Ministry Network is available to:

- plan the annual staff conference held each summer;
- sponsor and organize the annual two-day training event for new campus ministry staff;
- provide for a monthly communication newsletter for all campus ministry staff;
- manage a student referral system that allows access to information about Lutheran Campus Ministry programs at colleges or universities where the ELCA is represented, and to send student contact information to a specific campus ministry;
- coordinate the Campus Ministry Facilitators in each of the nine ELCA regions;
- build relationships with key leaders and programs within the ELCA; and

- provide input to the Domestic Mission unit in the selection of the individual to serve as the Program Director for Campus Ministry.

P. THE ROLE OF CAMPUS MINISTRY FACILITATORS

A Campus Ministry Facilitator has been contracted to serve in each of the nine ELCA regions by the Domestic Mission unit and the Lutheran Campus Ministry Network Board. The Campus Ministry Facilitators are Campus Pastors or Campus Ministers who provide several hours of their time each week to assist in the support of campus ministry at the regional level in relationship with the synods in each region, the churchwide organization, and the Lutheran Campus Ministry Network Board. In general, the Campus Ministry Facilitators have two primary areas of responsibility: (1) they serve as the campus ministry communication link with the synods in their region, and (2) they provide an additional level of support and care for the campus ministry staff in their region. Specifically, the Campus Ministry Facilitators are available to:

1. serve as the campus ministry “communication link” with synod bishops and other synod staff responsible for campus ministry;
2. be aware of campus ministry vacancies or transitions that develop in the synods of the region and provide support for those campus ministry sites as requested;
3. provide support for Quadrennial Reviews as requested;
4. tell the story of campus ministry to those in synod leadership positions;
5. welcome, introduce, and connect new LCM staff with veteran staff in the region;
6. periodically check in with new staff to provide support and answer questions;
7. help provide campus ministry resources as needed by new and veteran staff;
8. be attentive to all regional LCM staff and listen for pastoral care issues that need support, prayer, or other actions;
9. communicate concerns and issues in the region that need special attention to the appropriate individual or group; and
10. report regional campus ministry news and notes to the communications coordinator of the Lutheran Campus Ministry Network.

Q. CLOSING COMMENTS

As this documents comes to a close, it is appropriate to end with some brief observations that emerge from the real-life experiences of a campus ministry professional. The following words were penned by Pastor Jim Norlie, former Campus Pastor at Oregon State University, in a 2014 document entitled, “What We Do and Why It’s Important: A Theological Framework for Campus Ministry in the ELCA.” He writes:

Lutheran Campus Ministry in the ELCA and its predecessor church bodies is more than 100 years old. Alumni include bishops, pastors, camp directors and counselors, teaching theologians, professors, physicians, administrators, government workers, engineers, ambassadors, researchers, farmers, technicians, teachers, and countless others who serve the common good through their daily work. Throughout its history, Lutheran Campus Ministry has served campuses big and small, in many different contexts. Of necessity, it has adapted to changing circumstances and social or cultural shifts. Often it’s been on the forefront of liturgical change, social justice movements, international affairs, ecumenical and interfaith engagement, and more. It has supported individuals and communities through times of transition, turmoil, and testing. Each new

generation has brought new opportunities. Yet, faithful in its mission, it serves a vital role as it invites those in academic settings more deeply into Jesus Christ and the community that bears his name so that they may discover and fulfill their calling as Christ's disciples.

God has entrusted us with this ministry.

We are wise to tend it well.