The Call Process

For Congregation Councils
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Introduction

The Call Process is that unique and prayerful way by which the synods of the Evangelical Lutheran Church in America engage their congregations, church-related organizations and pastors in a time of thoughtful assessment and spiritual discernment of the way God may be drawing each toward the other for mutual ministry for the sake of the mission and ministry of the church. Each of the sixty-five synods of the ELCA is responsible for the management of the call process within the territory of their respective synod.

The work of the congregational council during a call process is of vital importance. Council members should not underestimate the extent to which they provide an example for the congregation to follow. It is not unusual for some congregation members to attend less frequently during an interim period, or sit back and wait to see whether they like the new pastor. Council members – by their regular worship attendance, ongoing involvement in programs, and willingness to step up and accept additional responsibilities – will help assure other members that the congregation is in good hands, and that ministry is continuing in the interim period.

What is a Call?

In the ELCA, congregations call the pastor they wish to call, in accordance with the constitution, which states in part, “...Only a member of the clergy roster of the Evangelical Lutheran Church in America, or a candidate for the roster of ordained ministers (seminary graduates) who has been recommended for the congregation by the synodical bishop, may be called as pastor of this congregation.”

While there are aspects of this task that look much like “hiring an employee,” pastors in the Church are not “hired” but “called” after prayerful deliberation. The distinction is more than simple semantics. Those called to leadership positions in the Church are gifted with a relationship with the people of God that allows them to be a part of people’s lives at the most sacred and precious events of life. Lutherans understand leadership to be a call to proclaim both Law and Gospel. Leaders are called to comfort and console, support and care for God’s people. They are also called to proclaim and live a corrective and challenging word from God that may at times cause discomfort. If the relationship between leader and congregation is seen simply as an employer-employee arrangement, the latter responsibility would be hard to carry out.
The Church and Call

The local congregation is fully the Church, but the congregation is not all the Church there is. The congregation calls a person to be its pastor, but the whole Church has a stake in who is called and how the call process is handled.

The bishop represents both the interest and the commitment of the whole Church in seeing that the pastor called is suited to ministry under the call that is extended. In the call process the Bishop and staff, the congregation, and the prospective pastor work together with the guidance of the Holy Spirit to bring about a new partnership that is faithful to the Gospel, empowers the congregation in its ministry, and strengthens the whole church as people of God.

A Holy Endeavor

Since this is a holy endeavor we invite you to make prayer and Scripture reading an integral part of each meeting and for the time between meetings.

**Ask the congregation to help and support you in prayer.** Include the work of the council and the call committee in the prayers of the congregation in every worship service. Ask for special prayer services and vigil times to help in the process of inspiration.

Times of transition raise anxieties in the congregation. **Sharing helpful, appropriate and timely information as the call process proceeds is important.** Develop a plan for keeping the committee, the congregation and the bishop’s representative updated on progress – an even the lack of progress. This will help ease anxieties. Most importantly, be sure you have a plan for consistent communication with candidates.
Glossary of Terms

Compensation Package
The actual financial impact on the congregation’s budget to support the pastor called to this position. This includes:
- Salary
- housing allowance
- pension and health benefits
- car allowance/mileage reimbursement
- continuing education
- professional expenses
- Social Security offset (if offered)

Defined Compensation
When the term defined compensation is used, this refers to:
- Salary
- Housing allowance (or value of parsonage)
- Social Security Offset (if provided)

The Defined Compensation and Benefits document is included in the Appendix for your use.

Ministry Site Profile (MSP)
In short, the resume of the congregation that shared congregational history, current structures and staffing patterns, hopes for future mission directions, demographic data about the community, as well as the gifts for leadership being sought by the congregation.

Letter of Call
The official letter and supporting documents extending the congregation’s Call to the pastor. This form will be provided to the congregation by the Office of the Bishop when a congregational vote on issuing the Call has been scheduled.

Rostered Minister
In the ELCA, rostered minister status is granted to Ministers of Word and Sacrament (Pastors) and Ministers of Word and Service (Deacons). The call process for both rosters is basically the same. The majority of call committees are formed to call a pastor to the congregation, so this manual will often use the term “pastor” rather than “rostered minister.”

Rostered Minister Profile (RMP)
The Church-word for personal resume. This electronic form, completed by the candidates, includes responses to a number of questions about theology, understandings of their gifts for ministry, personal information, employment and educational history, and references. The RMP is shared by the Office of the Bishop with the call committee as candidates are identified. This form is used by all rostered ministers.
Overview of The Call Process

Current Pastor Resigns
• Congregation contacts the Office of the Bishop

Congregation Council Meets with Bishop’s Representative
• Interim Pastor/Process arranged

Call Committee Appointed/Installed
• Call committee trained by bishop’s representative

Ministry Site Profile (MSP) Completed
• Council reviews Synod Compensation Guidelines and gives call committee parameters for financial package
• MSP approved by congregation council
• MSP shares summary with the congregation

Call Committee Submits Candidate Nominations to Bishop’s Representative
• This is optional. If the call committee chooses to receive nominations from the congregation, a form is provided by the bishop’s representative.

Bishop’s Representative Provides Names of Candidates and their Rostered Minister Profile (RMP)
• These names are confidential
• Committee chooses to proceed with interviews
• Interview process begins

Call Committee Recommends One Candidate to the Council.
• A "Meet and Greet" event may be held.
• The council calls a congregational meeting in accordance with the constitution.

The Congregational Meeting is held.
• The candidate and the terms of compensation and benefits are provided.
• A two-thirds vote is required to issue the call.
• The candidate has 30 days to accept or return the letter of call. If the letter of call is accepted, plans are made for the transition and installation of the new pastor.
Preparing for Pastoral Transition

Contact with the Office of the Bishop

The Office of the Bishop, enlisting the resources of the synod, is committed to being as helpful as possible to you. Congregational leaders are encouraged to contact the Office of the Bishop upon the resignation of the current pastor. The bishop will assign one of the assistants to the bishop as the bishop’s representative throughout the call process.

The Role of the Bishop’s Representative

The assistant to the bishop who serves as the bishop’s representative for the call process is your primary contact for any issues that arise for which you need assistance from the synod.

This person will generally visit the congregation three or four times during the course of a call process:

1. To conduct an exit interview with the pastor and the council shortly after the pastor’s resignation is announced. Sometimes the resigning pastor will then be excused and the meeting will continue with an overview of the entire call process, focusing particularly on the council’s responsibilities. Questions for the Exit Interview are included in the Appendix.

2. To provide the council with an overview of the entire call process, focusing particularly on the council’s responsibilities.

3. To provide the call committee a thorough overview of the process, focusing particularly on the call committee’s responsibilities.

4. (Be available) to preach at least once upon request of the congregation and provide information about the call process to congregation members and to visit the congregation at other times deemed appropriate.

This bishop’s representative will most likely be present to preach and lead the Service for Installation of the person called by the congregation.
The Current Pastor Resigns

When the pastor resigns or retires, the primary concern for many congregations is to find a new leader quickly. No one can guarantee how long the call process will take. Most congregations underestimate the time needed for completion of the call process. Congregations are encouraged not to hurry the process of calling a new pastor. There is work to be done to lay a sound foundation for the next chapter in the congregation’s life.

The Termination Date
When a pastor accepts a new call, the pastor will normally notify the congregational leadership first, then the congregation through a letter to all members. Normally the termination date is approximately 30 days from the time of announcement, and any accrued vacation is taken at the end of the tenure. (For instance, if a pastor announces her leaving in early September and has two weeks vacation accrued, the pastor may announce, “My resignation will be effective October 30, with the last two weeks of October taken as vacation. My last Sunday will be October 16.” The congregation pays all salary and benefits through October 30, though all expenses (car allowance, etc.) would end as of October 16.

The Farewell Celebration
A congregation will want to arrange with the pastor a time to celebrate and give thanks for the years of ministry together. Often this takes place on the final Sunday. It is often appreciated that others of the pastor’s extended family and ministry colleagues also be invited. This may include use of “Thanksgiving at the Conclusion of a Call” during worship; that resource is included on the next pages.

Healthy Closure
The resignation of a pastor from his or her congregation is a difficult transition. It is challenging for both the pastor and the parishioners as the pastoral relationship ends and new relationship boundaries are established. For congregations, it can be a time of grief, anxiety and confusion. Saying goodbye is never easy.

A good pastoral relationship is a blessing. Congregations who have been served competently and compassionately by a pastor often want the continued pastoral leadership and presence of the former pastor at their family’s wedding, funeral, or baptism. When a pastor resigns, he or she may be asked to return for numerous “special occasions.” This is a delicate area and painful for lay people and pastors alike.

While this desire to continue a good pastoral relationship is understandable, it is inappropriate and a matter of professional ethics for pastors. What is at stake is the integrity of the pastoral office. When a pastor leaves a parish, he or she is no longer the pastor of those parishioners.

Upon leaving a congregation, it is not appropriate for the former pastor to continue to function in that role by performing pastoral acts for former parishioners. This is most difficult for people to comprehend. The pastoral act of presiding at those services, however, belongs to the interim or newly called pastor.
ELCA Policy on Former Pastors

Synod Constitutions define the relationship between the departing pastor and the congregation in *Constitution for Synods of the Evangelical Lutheran Church in America*, S14.19:

+S14.19. Ministers of Word and Sacrament shall respect the integrity of the ministry of congregations which they do not serve and shall not exercise ministerial functions therein unless invited to do so by the pastor, or if there is no duly called pastor, then by the interim pastor in consultation with the Congregation Council.

For retiring pastors, ELCA policy further states:

II. Congregational Membership
A retired pastor should not remain a member of the congregation served at the time of retirement. Transferring one's membership to another congregation allows the successor pastor to assume pastoral leadership more readily. It also provides an opportunity for the retired pastor to enter fully into the life of a different congregation with clarity about the pastor's retired role.

III. Pastoral Service
At the time of retirement a pastor is no longer pastor of a congregation and therefore must discontinue the functions of the pastoral office in the congregation unless specifically authorized to do so. The service of retired pastors is governed by the *Constitution for Synods* [S14.19.], which describes the role of ordained ministers in congregations in which they do not serve.


Sample Announcements for Newsletters and Bulletins

A sample announcement for a Pastor who is leaving:
After Pastor ___ leaves our congregation, he/she will not be available to conduct or even participate in such events as funerals, weddings, hospital calls, emergency calls, or any other functions normally carried out by a pastor in a congregation.

A sample announcement for a Pastor who is retiring and remaining in the same community:
Pastor ___ will be transferring his/her membership to _______ Lutheran Church. He/She will not be available to take on any kind of leadership role within our congregation, nor will he/she be available to conduct or even participate in such events as funerals, weddings, hospital calls, emergency calls, or any other functions normally carried out by a pastor in a congregation.

Advice for Parishioners: Don’t ask. It is awkward for both the new and the former pastor. Honor your former pastor by inviting him or her to come as a guest. Show respect and regard to the new pastor by allowing him or her to perform his or her pastoral duties.
Questions for Exit Interview

For use by the bishop’s representative and council in interviewing the pastor who is leaving. This can be given to the pastor to think about ahead of time, before the actual interview.

1. Pastor, you have served this congregation for ___ years. What were your reasons for coming here? Did you find what you expected?

2. Where have you found your greatest fulfillment in your ministry and where have you felt affirmed? What has frustrated you the most and where have you met resistance?

3. What are our congregation’s greatest strengths? In what ways do we need to change and grow?

4. What vision/initiatives/efforts in which you are involved right now do you hope will be carried on into the future? What will it take for that to happen?

5. What are some things you may have hoped to accomplish but remain unrealized? Where is the “untapped potential” in this congregation?
Certification of Church Records

Upon the resignation of a pastor, the following policy of the Evangelical Lutheran Church in America applies:

"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 of labor, 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 record books to the secretary of the congregation for review.

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

__________________________________________________ Lutheran Church
__________________________________________________

__________________________________________________ (City)

__________________________________________________
Secretary of the Congregation Council

__________________________________________________
Street Address

__________________________________________________
Town, State

__________________________________________________
Date

Upon completion, mail to Synod Bishop: Southeastern Iowa Synod – ELCA
2635 Northgate Drive
Iowa City, IA 52245
Certification of Completion of All Financial Obligations

All financial obligations, salary, pension, health benefits, death benefits and allowances, together with continuing education funds contributed by the pastor, 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 _______________________________ Lutheran Church, ____________________________________________________, Iowa.

(Town)

________________________________________________
Date

________________________________________________
Pastor

________________________________________________
Treasurer

Upon completion, mail to Synod Bishop: Southeastern Iowa Synod – ELCA
2635 Northgate Drive
Iowa City, IA 52245
Exit Check-List for Pastor

Pastor ___________________________________________ ___________________

Congregation _____________________ City _______________________

Give copies to Congregational Chairperson and interim or incoming pastor.

1. Permanent Parish Record book:
   - Are records up to date?
   - Where is it kept?

2. Potential Voting Members:
   - Is there a prospect list?
     - Where?
     - Status?
   - Any adult baptism potentials?
   - Any adult instruction class potentials?
   - Status of confirmation class
     - What is the next step?

3. Congregational Report:
   - Where is the copy of the latest Congregational Report?

4. Church Council Records:
   - Current year’s minutes – where?
   - Previous years’ minutes – where?
   - Committee reports – where?
   - Parish plans, unfinished council matters – where?

5. Other Congregational Records:
   - Minutes of congregational meetings – where?
   - Church archives – where?
     - What is in the archives?

6. Parish Correspondence:
   - Where?
   - Any pending matters?
7. Financial Concerns
   - Where are financial records kept?
   - Where are insurance policies kept?

   - Bank accounts – where?
     ▪ Who manages?
     ▪ Process for paying bills?
   - Location of financial and business files?

8. Service to persons:
   - List persons in acute need of ministry and their condition

   - Particular problems needing to be shared with council leaders?

9. Other important items:
   - List and describe projects and programs you have underway which need to be “picked up” by someone in the meantime and/or called to new pastor’s attention.

   - List particular responsibilities you have had, the status of projects and programs you are involved with, and lay leadership contacts.
Thanksgiving at The Conclusion of a Call

This order is appropriately set within the service of Holy Communion on the final Sunday of a minister's service under call in a congregation. The order follows the prayer after communion.

This order may be led by a pastor of the congregation (unless the pastor's call is the one concluding), another rostered minister, a representative of the congregation, or a representative of the synod.

ADDRESS
The person whose call is concluding and representative/s of the congregation come before the assembly.

A pastor
A representative of the congregation addresses the pastor whose call is concluding with these or similar words.
Name, on date of call, we of name of congregation called you to be pastor in this place: to proclaim God's word, to baptize and teach, to announce God's forgiveness, and to preside at the Lord's table. With the gospel you have comforted us in times of sickness and trouble, and at the 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, in our service to this community, and in God's mission to the whole world. [As you leave this community of faith, we say farewell, and we pray for God's blessing.]

A deacon
A representative of the congregation addresses the person whose call is concluding with these or similar words.
Name, on date of call, we of name of congregation called you to serve among us as a deacon. Here a description of the particular ministry may be included. Sharing our joys and sorrows, you [and your family] have been important to our life together in the church of Jesus Christ, in our service to this community, and in God's mission to the whole world. [As you leave this community of faith, we say farewell, and we pray for God's blessing.]

The leader addresses the assembly with these or similar words.
People of God, members of name of congregation, do you release name from service as your deacon?

We do, and we give thanks to God for our ministry together.

The leader addresses the person whose call is concluding.
Name, do you recognize and accept the completion of your ministry with name of congregation?
Response: I do, and I give thanks to God for our ministry together.

PRAYER OF THANKSGIVING AND SENDING
The presiding minister leads the assembly in prayer.
Let us pray.
Almighty God, through your Son Jesus Christ you gave the holy apostles many gifts and commanded them to feed your flock. You equip your people with abilities that differ according to the grace given to them, and you call them to various avenues of service. We give you thanks for the ministry of name among the people of God in this place.

You watch over our going out and our coming in: bless this time of ending and beginning. You surround your people in every time and place: keep us close in your love.
You accompany your people in times of joy and times of trial: prosper all that has been done to your glory in this time together; heal and forgive all that has fallen short of your will for us. Help name [and her/his family] and all of us to live with courage and gladness in the future you give to us.

As they have been a blessing to us, so now send them/us forth to be a blessing to others; through Jesus Christ, our Savior and Lord. Amen.

BLESSING
The presiding minister, or the pastor whose call has concluded, proclaims God’s blessing in these or similar words.

The Lord bless you and keep you.
The Lord’s face shine on you with grace and mercy.
The Lord look upon you with favor and + give you peace.
Amen.

A sending song may be sung.

DISMISSAL
The assisting minister may send the assembly into mission.
Go in peace. Serve the Lord.
Thanks be to God.

NOTES ON THE SERVICE
This order may be adapted for use in settings other than ministry in a congregation.

At the conclusion of a call to a rostered minister other than an ordained pastor, Farewell and Godspeed may be used instead of this order. Farewell and Godspeed may also be used at the conclusion of a lay professional worker's time of service.

The bracketed words at the end of the initial address may be omitted when the person is continuing in the membership of the congregation. The address may be adapted as appropriate when this order is used on the occasion of the retirement of a rostered minister.

When a representative of the synod leads this order, the representative may address the person whose call is concluding and the assembly with these or similar words. This address may precede the blessing.

Your sisters and brothers in the name of synod and the Evangelical Lutheran Church in America give thanks to God for the ministry you have shared. We promise you our continued support and prayer. Rejoicing in the blessings of God in this congregation and in the ministry of name, with hope in God's abundant grace in years to come, I announce that name’s service as position in this congregation is now concluded.

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The Transition/Interim Period

Following the resignation or loss of a pastor the congregation will be required to move through a successful transition from one pastor to a new pastor. The pastoral vacancy usually occurs with little advance notice, sometimes catching the congregation off guard.

How Does a Congregation Handle Immediate Pulpit Supply Needs?

There are usually several weeks between the pastor’s last Sunday and the beginning of an interim pastor. The congregational council is responsible for arranging for pulpit supply and coverage for emergencies during this time.

Pulpit Supply List

A list of pastors and laypeople willing to provide pulpit supply is available on the synod website. To find the most recent pulpit supply list…

- Go to www.seiasynod.org
- Click on “For Congregations”
- Click on “Pulpit Supply”
- or go to the following address: http://seiasynodonline.org/for-congregations/pulpit-supply/

What is the Role of an Interim Pastor?

Interim means both the time of transition between installed persons serving the congregation and the pastoral transition of leadership.

Interims, by design, fill space and make space. They fill space by providing a person to serve faithfully in the pastoral office. A primary task of the interim is to reduce possible anxiety in the congregation by continuing to provide pastoral presence and care. This is important because it is not unusual for a call process to take nine to twelve months.

But interims also create space. They provide an intentional transition between what has been and what might be. They provide a structured break. This break provides space and time for grieving . . . for learning . . . and for hoping.

When the interim is understood as a helpful, regular component of congregational life, and when he or she both fills and creates space, the congregation can focus in a non-anxious way on blessing both the past and the future as they seek a new called leader.

How Does a Congregation Get an Interim Pastor?

The council, in conversation with the bishop’s representative, considers the options for types of interim pastor ministries. The bishop appoints an interim pastor. The letter of agreement for interim ministry is a contract between the interim pastor, the congregation, and the bishop. Any changes to the letter of agreement must be approved by all three parties. A Council Worksheet for Interim Ministry and the Letter of Agreement for Interim Ministry are included here.
Is the Interim Pastor Available to be Called as the New Pastor?

Generally, no. Standard interim agreements include the provision that the interim pastor is unavailable to be called as the new pastor. This is primarily because the work of an interim pastor is different than the work of a called pastor. A transitional relationship is different than an ongoing relationship. If the interim person entertains or receives the call as the new pastor, this automatically works against the interim tasks of filling space and making space.

In rare instances, an interim pastor enters interim ministry with the understanding that he or she is available to be called as the new pastor. This must be clear to the congregation, the pastor, and the bishop before the interim ministry begins, and must be part of the interim letter of agreement.

Minimum Compensation Guidelines for Pulpit Supply

The congregation should expect to pay no less than $150 for preaching and presiding at one worship service and no less than $25 for each additional service. The congregation should pay at least $60 for each class that is taught. The congregation pays travel costs at the current IRS rate per mile and provides overnight lodging and/or meals as necessary.

Coverage for Emergencies

Generally, an area pastor will agree to provide coverage for emergencies, including funerals, while the council is arranging to get an interim pastor. The council should make clear how congregation members can get access to emergency pastoral care during this time.
Council Worksheet for Interim Ministry

The Congregation Council may use this worksheet to determine areas of ministry that should be included in the agreement with the Interim Pastor. Please remember that the Interim Pastor may not be full time and some areas of ministry will need to be handled by members of the congregation.

1. What are the needs of our congregation at this time?

2. How can an Interim Pastor help meet these needs?

3. When will the Interim Pastor preach?
   - Regular worship services (days and times)
   - Upcoming special services (days and times)

4. Will the Interim Pastor be teaching?
   - Catechetical (day, time, frequency)
   - Bible Study (day, time, frequency)
     - First Communion (day, time, frequency)
     - Sunday School (time)
   - Other_____________________________________________ _________

5. Will the Interim Pastor attend council meetings? When and where are the meetings held?
6. Are there other meetings the Interim Pastor should attend? (committees, staff, etc.)

When and where are they held?

7. Will the Interim Pastor be expected to preside at: Baptism_____ Weddings_____ Funerals_____

8. Will the Interim Pastor be expected to do counseling? Baptismal_____ Crisis_____ Pre-marital_____ Other_____________

9. Will the Interim Pastor be expected to do visitation? Homes_____ Hospitals_____ Nursing Homes_____ Other_____________

10. Will the Interim Pastor be expected to administer home communions?

   How often____________________

   When____________________

   To whom_____________________________________________ 

11. Are there other duties that the Interim Pastor should assume?

12. How many hours per week is the Interim Pastor expected to serve the congregation?

13. Who should the Interim Pastor contact when questions arise concerning the above expectations?
Letter of Agreement for Interim Ministry

In keeping with the constitution and bylaws of the Evangelical Lutheran Church in America, the Southeastern Iowa Synod, and this congregation, the following agreement for Interim Ministry is made.

_____________________________________
(Congregation)

_____________________________________
(Location)

agrees that

_____________________________________
(Pastor’s Name)

will serve as Interim Pastor on a ___part-time ___full-time basis

Service begins on _______________________________  Date

And concluding on _______________________________  Date

OR

___ Thirty days after a new pastor has declared acceptance of the call to the congregation, whichever comes first.

The Interim Pastor will:

A. Preach and teach the Word of God.
B. Preside at worship and administer the sacraments according the practice of the Evangelical Lutheran Church in America.
C. Provide pastoral care to all members of the parish according to their needs, visit as necessary, officiate at weddings, baptisms, confirmation, funerals, and uphold the members in prayer.
D. Give pastoral leadership for the meetings, activities, and organizations of the congregation.
E. Encourage support of the total ministry of the Evangelical Lutheran Church in America.
F. Be responsible for the recording of baptisms, confirmations, marriages, funerals, attendance at Holy Communion, and the maintenance of the membership rosters; and report the statistics of the parish promptly and fully, as requested by the Evangelical Lutheran Church in America.
G. Agree under no circumstances to be available for regular call to this congregation.
H. Agree not to be involved in the congregation’s call process except when the office of
the Bishop requests such participation.
I. Agree not to become a member of this congregation after this agreement terminates.
J. Participate with key leadership of the congregation and the appointed synodical staff
person in evaluation of the interim ministry on a quarterly basis and at the conclusion
of the transition period.
K. During this transition, give special attention to:

The congregation will:
A. Commit to the Gospel by faithful participation in worship, learning, and fellowship
activities.
B. Support the ministry of the congregation through service and gifts.
C. Accept the interim pastor, uphold him/her in prayer, and accord him/her love, respect,
and good will.
D. Expect the interim pastor to preside at baptisms, celebrations of Holy Communion,
and other rites of the church.
E. Agree that the interim pastor will not be considered for regular call to this
congregation.
F. Provide for a review and evaluation of the interim ministry on a quarterly basis and at
the conclusion of the transition period by key leadership of the congregation with the
interim pastor and the appointed synodical staff person.
G. During this transition, the congregation will give special attention to:

Together the congregation and Interim Pastor will:
A. Examine the history of the congregation and work through the transition dynamics
that usually follow the departure of a pastor.
B. Seek to confirm and identify current issues facing the congregation and develop ways
of dealing with them.
C. Examine the congregation’s linkage with synod, churchwide units, and the resources
that may be available for ministry.
D. Prepare for the transition to a new pastor.
F. Align the congregation in accordance with the constitutions and bylaws of the
E.L.C.A., the Southeastern Iowa Synod, and update the congregation’s constitution
as needed.

G. During this transition period, agree to address the following specific concerns:

H. In the case of part-time ministry, agree to the following schedule of service:
Compensation
Compensate the interim pastor in the following ways:
(As a general rule, compensation is based on the compensation of the previous pastor or the minimum standard for years of service experience of the interim pastor based on synod guidelines. Part-time service is prorated: ½ time would receive ½ total compensation levels, etc.)

1. Pay an annual salary of $___________, the payments to be made in _____ equal installments on the _____ and _____ of the month.

2. Provide Housing As Necessary
   _____ a.) Pay a housing allowance in the amount of $__________ __ per year, the payments to be made in ____ equal installments on the _____ and _____ of the month.
   
   OR
   _____ b.) Provide the use of a parsonage/other housing in lieu of a housing allowance.
   
   OR

3. Provide a Social Security offset of $___________ per year. (Optional.)

4. Pension and Health Benefits options are…
   _____ a.) Contribute to the Pension and Benefits Plan according to the regulations of the Evangelical Lutheran Church in America at _______________ __%.
   OR
   _____ b.) Does not apply.
   OR
   _____ c.) Other:
   __________________________________________________________
   __________________________________________________________

5. Grant one (1) week of vacation for every _____ weeks of service, not to exceed ____ weeks per year.

6. Grant continuing education leave at the rate of ____ weeks per year (day[s] per month) and $________ per year (per day) toward study expenses.

7. Grant ____ day(s) off per week.

1. Other________________________________________________________
2. Reimburse expenses related to our common ministry as follows:

1. Pay travel expenses by…
   ___a.) travel allowance in the amount of $__________ per year
   OR
   ___b.) reimburse automobile travel at the rate of _____¢ per mile upon substantiation of business miles traveled.

2. Pay expenses, not otherwise provided for, incurred in attending synod assemblies and other official meetings at which attendance is required.

3. Salary and Benefits and Transition Time

   Provide for up to one month of transitional time for the interim pastor with full salary and benefits at the conclusion of the contracted period of service for the purpose of reviewing the concluding assignment and preparing for a new opportunity to serve.

Additional Agreements:

This agreement terminates on the date specified on page one of this agreement or thirty days after a new pastor has declared acceptance of the call to this congregation, whichever comes first; or upon thirty (30) days written notice from the congregation, the interim pastor, or the bishop of the synod. All financial obligations between the interim pastor and the congregation will be fulfilled by or on the date of termination. This agreement may be amended or extended upon the mutual agreement of the congregation council and the interim pastor, after consultation with the bishop of the synod, by written addendum attached hereto.

We, the undersigned, accept the terms of this agreement:

Congregation (Council President or Secretary) ___________________________ Date

Interim Pastor ___________________________ Date

Bishop ___________________________ Date

Upon signature, copies will be distributed as follows:

1. Original to the Interim Pastor
2. Copy to the Congregation Council President
3. Copy to the Office of the Bishop

Please send completed form to: Southeastern Iowa Synod
2635 Northgate Drive
Iowa City, IA 52245-9565
**Additional Notes About Housing:**

Because of IRS tax laws, every interim pastor who does not live in a parsonage may designate a portion of total income as "Housing" for the purposes of reporting to the IRS. This designation is purely for tax purposes, does not affect the total amount that the pastor is paid, and does not have to match the amount that the interim agreement calls a "housing allowance."

At the first council meeting after the interim pastor begins serving a congregation, the interim pastor should ask the council to approve formally the amount of the “Housing” designation. Because this does not affect the pastor’s income from the congregation, the council should automatically approve the amount the pastor designates. It is the pastor’s responsibility to be able to defend to the IRS the amount he or she has designated.
Preparing the Call Committee

Forming A Call Committee

Who and How Many?

Most congregational constitutions or bylaws will prescribe the appointment of a call committee including the number. For those congregations that do not have such documents, we recommend a call committee of between five and eight people. If possible, we recommend that members on the call committee be persons currently not serving on the congregation council. It is not wise to include staff members on the call committee.

The composition of the call committee should intentionally reflect the makeup of the congregation, assuring that a diversity of gender, age, ethnic/racial identity is represented, as well as representation from various segments of congregational ministries, such as Worship, Youth, Education, Evangelism, and a mixture of new and long time members.

Find persons who are able to identify their personal bias and prejudices – which we all carry. “Everyone has an agenda.” That is to be expected of human beings. But are those selected for this important ministry aware of that agenda, and even more importantly, are they ready to be open to an opposing agenda, and even be ready to adjust for the good of the whole?

There are those who sense an inward call to serve, and will nominate themselves for the Call Committee. This should be honored. But there is wisdom in also selecting gifted leaders who would not nominate themselves, but who need an “external” call to serve from the congregation.

Selecting a Chairperson

Because of the many demands placed on the chairperson of the congregation council, it is recommended that the chair of the council not be the chairperson of the call committee. It is also recommended that the Call Committee Chairperson is appointed/elected for that position by the congregation council.

A Spiritual Journey

The Office of the Bishop strongly recommends that congregations formally install the call committee members in worship. This demonstrates to the congregation both the importance of the committee’s responsibilities and the need for vigilant prayer support.

Prayer is an important activity for the call committee and the entire congregation throughout the whole 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.
**Call Committee Job Description**

Participate in a “training” session with the Bishop’s representative.

At all points in the process, keep the congregation informed about progress being made.

Prepare the Ministry Site Profile, seeking assistance from the congregation council and the congregation at-large.

Seek approval of the Ministry Site Profile from the congregation council.

*If desired, seek names of potential candidates from the congregation and submit those names to the office of the bishop for consideration.*

Receive from the Bishop’s representative the names of candidates to be interviewed.

While maintaining strict confidentiality, prayerfully review the Rostered Minister Profile for each candidate.

Invite the candidates for an interview.

Prepare for the interviews by developing questions, scheduling the interviews, and providing hospitality.

Interview the candidates, de-brief the interviews, and decide upon a candidate, taking time for second interviews if considered necessary.

Recommend a candidate for call to the congregation council.

Assist the congregation council in planning a “meet and greet” event and provide information about the candidate to the congregation prior to the vote of the congregation.

The call committee’s responsibilities end with the installation of the new pastor.

The chair of the call committee may be asked to participate in the “New Beginnings – Walking Together” process with the new pastor, the president of the congregation and a Bishop’s representative.
Why Do Call Committees Work with Confidentiality?

The selection of a new pastor is of interest to every member of a congregation. We hope to have deep spiritual and emotional ties with our pastor. Entrusting this to a select few is not an easy thing to do. Our feelings are compounded when the call committee must work with confidentiality, for it seems almost “secretive.”

There are two distinct parts of the call committee’s work. The first part is to describe the congregation and the leader the congregation seeks in a form called a “Ministry Site Profile.” This part of the call committee’s work should be open, transparent, and include congregation participation as much as possible. Once the call committee has completed the Ministry Site Profile, the congregation council will formally approve the form, and the call committee will share with the congregation the key pieces of information it contains.

The second part of the call committee’s work involves receiving the names of prospective candidates and interviewing them. During this second part, the call committee’s work enters a very confidential phase, where only general information can be shared with the congregation. No candidates’ names or identifying information can be shared with the congregation. There are three important reasons why call committees must work with confidentiality.

1. **To Preserve the Current Ministry of the Pastor Being Considered**
   Call committees do not share the name of locations of pastors being considered because to do so may damage the effectiveness of the pastor’s current ministry. When a congregation hears that its pastor in interviewing for another call, members become distressed. They lose focus on their work and worry about the future. They may feel betrayed by the pastor and shut the pastor out of their hearts. They may feel pressure to make the pastor happier. The pastor can become a “lame duck.” Yet, it may be months or years before the pastor actually receives a call. By keeping confidentiality, congregations avoid damaging current ministry.

2. **To Protect the Families or Friends of Pastors Being Considered**
   Call committees do not share the name or locations of pastors being considered, for when the word reaches their community it may disrupt the spouse’s employment and promotion, the children’s sense of security, or the friendships upon which the pastor depends.

3. **To Allow the Call Committee Members to “Talk Out” the decision**
   In some ways, the best call committees are like a “jury room,” where each member can speak openly and freely, and the group moves toward a consensus. Remember when the disciples reported, “It seemed good to the Holy Spirit and to us…”? This discussion can be short-changed if call committee members are acting “in public.”

You will help your call committee do its work by

1. Praying for the committee members daily.
2. Letting the committee members know of your support and perspectives without pressuring them for confidential information.
3. Listening carefully with your heart when the call committee presents a thorough report and recommendation at the appropriate time.
Installation of the Call Committee

This order follows the Creed, and the people are seated.

Pastor: The following persons, having been chosen to be the call committee, are asked to come forward as their names are read:

Pastor: St. Paul writes: There are different kinds of spiritual gifts, but the same Spirit gives them. These are different ways of serving, but the same Lord is served. There are different abilities to perform service, but the same God gives ability for some particular service to everyone. The Spirit’s presence is shown in some way in each person for the good of all.

You have been appointed to a position of leadership and trust in this congregation. You are to seek the will of God and the mind and spirit of the congregation with regard to our pastoral need.

You will examine the qualifications of prospective pastors, interview those who appear to be suitable candidates, and recommend only one person to the Congregational Council for its approval and recommendation regarding the issuance of a call by the congregation. In all your deliberations, you are to be examples of faith, active in love, seeking to maintain the life, harmony, and ministry of this congregation.

On behalf of your sisters and brothers in Christ, I now ask you: Will you accept and faithfully carry out the duties of the call committee?

Committee: We will.

(The committee faces the congregation, which stands)

Pastor: People of God, I ask you, will you support these, your brothers and sisters in Christ, in their task, and will you undergird their efforts with your prayers?

Congregation: We will.

Pastor: I now declare you installed as the call committee of this congregation. God bless you and your work together in this ministry

(The prayers and the peace follow)
The Ministry Site Profile

A time of vacancy can be a rich opportunity for reflecting on the past ministry of the congregation, and for discerning future directions for that ministry. This time is also an opportunity to determine what gifts the congregation desires in its new leader. Preparation of the Ministry Site Profile gives structure to this good and holy work.

While the Call Committee is often responsible for completing the MSP, congregations have used visioning committees, special task forces, or the council to lead the process. Whoever is chosen, experience has taught us that involving as many members of the congregation as possible in gathering data is vital. It is a way for the congregation to have a concrete role in describing themselves and finding a new leader.

Do not be surprised if such reflection together bears surprising fruit in the congregation. New information and new ideas that begin to emerge in the process of study may cause the congregation to see their future differently, and their leadership needs in a new way.

The financial portion of the MSP is the responsibility of the Congregation Council. Have the council provide the call committee with clear guidelines on a total total compensation package, thus setting helpful parameters for their Holy search.

The Call Committee will be instructed how to download the official MSP.

A sample of the MSP is included here, along with a summary form.
Minimum Compensation Guidelines

The Southeastern Iowa Synod in assembly annually approves minimum compensation guidelines for rostered ministers serving in this synod. These guidelines seek to provide guidance to congregations for creating compensation and benefits packages which are in line with the packages received by other rostered ministers in the synod with similar responsibilities and years of experience. Since these guidelines are considered a minimum for compensation, in most situations the bishop will not approve a call to a full-time rostered minister which do not meet the minimum guidelines for a seminary-graduate entering a first call.

These guidelines are available on the Southeastern Iowa Synod website at:

- [www.seiasynod.org](http://www.seiasynod.org)
- listed under “For Congregations”.

It is the responsibility of the council to give the call committee guidance regarding the financial resources that it expects will be available for calling a new pastor.

It is also the responsibility of the council to provide the proposed compensation package to the bishop’s representative for review before the congregation meets to vote on calling a new pastor.

If a council believes that the congregation does not have the resources to meet minimum compensation guidelines, it should initiate a conversation about this with the bishop’s representative as early in the call process as possible.
WHERE IS GOD LEADING US?

Our current Mission or Vision:  (MSP #7):

---

Top Three Mission Priorities (MSP #7):
1. 
2. 
3. 

Our Top Five Ministry Tasks (MSP #11):
1. 
2. 
3. 
4. 
5. 

THE PASTOR WE SEEK

Gifts for Ministry:  (MSP #12):
Top Priority:
•
•
•
•
•

Very Helpful: (MSP #12):
•
•
•
•
•
Special Attention in First year: (MSP #13):
1. 
2. 
3. 
4. 
5. 

Ways congregation will support & encourage in the first year (MSP #7):
1. 
2. 
3. 
4. 
5. 

Summary Description (MSP #8):

Defined Compensation: $    to $
Years experience:
MINISTRY SITE PROFILE

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 (Associate in Ministry, Deaconess or Diaconal Minister) of the Evangelical Lutheran Church in America or First Call candidates for rostered ministry. Congregations must complete the entire Ministry Site Profile. Church-related organizations may, with the concurrence of the synod bishop, complete only the required sections (1-4 and 8-19). Once complete, this form is submitted electronically to your synod bishop for review and posting to the "ministry opportunities" listing on the ELCA web site.

PART I: WHO WE ARE

Date Completed: / /

1. NAME AND LOCATION

○ CONGREGATION  ○ MULTIPLE POINT PARISH  ○ ORGANIZATION

Name

Congregation ID

City

State / Province  ZIP / Postal Code

U.S.  ○ Canada

Synod

Year Organized

2. CONTACT INFORMATION

Mailing Address:

City:

e-mail address:

Web site:

Phone: ( ) -  FAX: ( ) -

Chairperson of Congregation or Head of the Organization  (preferred contact information)

Name:

Address:

City:

e-mail address:

Day Phone: ( ) -  Evening Phone: ( ) -  Cell: ( ) -  FAX: ( ) -

Chairperson of Call or Search Committee  (preferred contact information)

Name:

Address:

City:

e-mail address:

Day Phone: ( ) -  Evening Phone: ( ) -  Cell: ( ) -  FAX: ( ) -

Southeastern Iowa Synod
Evangelical Lutheran Church in America
4. BUDGET OF THE CONGREGATION / ORGANIZATION
Last fiscal year:

<table>
<thead>
<tr>
<th>Total budget for the last fiscal year</th>
<th>Total debt of the congregation/organization at the end of the last fiscal year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission Support to the ELCA / synod for the last fiscal year</td>
<td>Total savings, reserves, endowment at the end of the last fiscal year</td>
</tr>
</tbody>
</table>

5. TRENDS IN THE COMMUNITY CONTEXT OF THE CONGREGATION OR ORGANIZATION
Please give a short answer to the following questions. (approx. 150 words maximum)

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 (available at www.elca.org/research) for your primary ZIP codes may be helpful.

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.

Trends
List three changes or trends within the congregation or organization which have occurred in the last three to five years. (If this profile is about a congregation, the Congregational Trend Report (available at www.elca.org/research) may be helpful to you.)
Programs
Describe your congregation's or organization's current programs for mission and ministry.

Goals
If there is a Strategic Plan in place for the congregation or organization, what are the primary goals to which you are committed?

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?
PART II: OUR VISION FOR MISSION

6. MINISTRY SITE CHARACTERISTICS

As you think of your congregation or organization and the way it tends to live out its corporate life and pursue its mission, what tends to characterize your life together? You may make only one selection in each of the comparisons below or you may leave the line blank if this item does not apply to your ministry site.

### AS A COMMUNITY

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>We tend to be formal and programmatic.</td>
<td></td>
<td></td>
<td></td>
<td>We tend to be informal and spontaneous.</td>
</tr>
<tr>
<td>We have clearly defined goals and plans for our future.</td>
<td></td>
<td></td>
<td></td>
<td>We have no stated goals or plans.</td>
</tr>
<tr>
<td>We are racially and economically diverse.</td>
<td></td>
<td></td>
<td></td>
<td>We are demographically homogeneous.</td>
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</tbody>
</table>

### OUR LEADERSHIP STYLE

<table>
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<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>We welcome ideas that are provoking and challenging.</td>
<td></td>
<td></td>
<td></td>
<td>We prefer ideas that are tried and true.</td>
</tr>
<tr>
<td>We rely on our leaders for direction.</td>
<td></td>
<td></td>
<td></td>
<td>We rely on group decision-making.</td>
</tr>
<tr>
<td>We have learned how to use conflict constructively.</td>
<td></td>
<td></td>
<td></td>
<td>We tend to perceive conflict as something destructive.</td>
</tr>
</tbody>
</table>

### OUR PROGRAMMING

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Our facilities are often used by community groups.</td>
<td></td>
<td></td>
<td></td>
<td>Our facilities are only used for our activities.</td>
</tr>
<tr>
<td>We train people to minister outside our walls.</td>
<td></td>
<td></td>
<td></td>
<td>We train people to minister inside our walls.</td>
</tr>
<tr>
<td>We focus on ideas and beliefs.</td>
<td></td>
<td></td>
<td></td>
<td>We focus on skills and action.</td>
</tr>
</tbody>
</table>

### OUR THEOLOGICAL PERSPECTIVE

<table>
<thead>
<tr>
<th></th>
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<th></th>
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<th></th>
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</thead>
<tbody>
<tr>
<td>We are obviously Lutheran in identity and practice.</td>
<td></td>
<td></td>
<td></td>
<td>We are less obvious about our Lutheran heritage.</td>
</tr>
<tr>
<td>We participate in synod and ELCA activities.</td>
<td></td>
<td></td>
<td></td>
<td>We are not very active in the synod and ELCA.</td>
</tr>
<tr>
<td>We focus on Biblical studies and doctrine.</td>
<td></td>
<td></td>
<td></td>
<td>We focus on contemporary issues and topics.</td>
</tr>
</tbody>
</table>
7. PURPOSE, GIFTEDNESS AND MISSION

The mission of a congregation or organization is found at the intersection of its purpose, giftedness and context. That is, a clear sense of mission will grow directly out of an assessment of your identity and purpose, your resources and gifts, and your understanding of the needs and trends within your community. Please offer thoughtful responses to the following questions. (Approximately 250 words maximum)

Purpose

How does this congregation or organization understand its reason for being in light of God’s call to mission and service? Who are you? Why are you here? (You may wish to refer to your congregation’s or organization’s Mission or Vision statements.)

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?
8. SUMMARY DESCRIPTION

Please describe your ministry setting and position opening in 75 words or less. This is the brief description that will be publicized.
9. REFERENCES

In addition to your synodical bishop, please list four people who know your congregation or organization well and who would be willing to share their perspective on the life and ministry of the congregation or organization. One reference should be a person who is currently a member or employee/client; one reference should be someone from the community who is able to regularly observe your ministry; and one should be an ordained ELCA clergy person.

Synodical Bishop

Name:

Synod:

Day Phone: ( ) -
Evening Phone: ( ) -
Cell: ( ) -
FAX: ( ) -
e-mail:

Someone from inside the congregation or organization

Name:

Organization and Title:

Day Phone: ( ) -
Evening Phone: ( ) -
Cell: ( ) -
FAX: ( ) -
e-mail:

Someone from outside the congregation or organization

Name:

Organization and Title:

Day Phone: ( ) -
Evening Phone: ( ) -
Cell: ( ) -
FAX: ( ) -
e-mail:

A member of the ELCA clergy roster:

Name:

Organization and Title:

Day Phone: ( ) -
Evening Phone: ( ) -
Cell: ( ) -
FAX: ( ) -
e-mail:

Anyone else who knows your setting well

Name:

Organization and Title:

Day Phone: ( ) -
Evening Phone: ( ) -
Cell: ( ) -
FAX: ( ) -
e-mail:
PART III: LEADERSHIP NEEDS

Use this section to describe both the gifts for ministry and the style of leadership that your position requires.

10. THE LEADER WE SEEK

Roster type: (Check all whom you would be open to interviewing.)

☐ Associate in Ministry
☐ Deaconess
☐ Diaconal Minister
☐ Ordained Clergy
☐ In Candidacy / First Call

Position type: (Select the most descriptive option.)

This ministry position is:

Education: (Select the minimum level of education required.)

Language: (Proficiencies preferred)

Primary language: English
Proficiency: Fluent

Second language:
Proficiency:

Third language:
Proficiency:

Experience: (Select all you would consider for this position.)

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

11. TOP FIVE MINISTRY TASKS: (Select the five most critical tasks required in this position.)

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

Every rostered leader can offer a variety of gifts, skills and personally characteristics that would be helpful in a ministry setting. Identify a maximum of five gifts for ministry that the rostered leader must bring to your ministry setting in the left-hand column. In the right-hand column, identify five more gifts that would be helpful in your ministry setting. (If your setting is a congregation and your search is for a pastor, this survey of gifts assumes that the pastor is able to offer worship leadership and preaching.)

<table>
<thead>
<tr>
<th>Top Priority</th>
<th>Our new leader needs to be able to...</th>
<th>Very Helpful</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐</td>
<td>Help people develop their spiritual life.</td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>Help people understand and act upon issues of social justice</td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>Provide care and nurture.</td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>Be active in visitation of members and non-members.</td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>Be effective in working with children.</td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>Build a sense of community among the people with whom he/she works.</td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>Help others develop their leadership abilities and skills for ministry.</td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>Be an effective administrator.</td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>Be an effective communicator.</td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>Be an effective teacher.</td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>Encourage support of the Church’s wider mission.</td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>Work regularly in the development of stewardship growth.</td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>Be active in ecumenical relationships.</td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>Be effective in working with youth.</td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>Organize people for community action.</td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>Be skilled in planning and leading programs.</td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>Have a strong commitment and loyalty to the Lutheran Church.</td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>Understand and interpret the mission of the Church from a global perspective.</td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>Deal effectively with conflict.</td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>Bring joy and good humor to relationships.</td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>Be able to share leadership and work in a team.</td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>Be creative and innovative about his or her tasks.</td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>Be able to use technology and media.</td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>Appreciate cultural diversity in language and customs.</td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>Have talents in the areas of music, arts and writing.</td>
<td>☐</td>
</tr>
</tbody>
</table>
13. 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 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.  

14. COMPENSATION

Indicate the maximum amount that is available for the "Defined Compensation" of this ministry position. 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.

You may choose to use the button below to access the ELCA Board of Pensions Defined Compensation calculator to assist you in determining Defined Compensation.

Personage:  
Social Security Tax offset:  
The maximum amount available for Defined Compensation:  

15. BENEFITS

The ELCA Board of Pensions has complete information about the benefits program of the church at www.elcabop.org, including online calculators to help you estimate costs.

Pension:  
Medical:  
Vacation weeks:  (Recommended: Four weeks per year. For an ordained or lay rostered minister in a congregation, this should include four Sundays.)
Sabbatical Policy  ○ Yes  ○ No

Parental Leave Policy  ○ Yes  ○ No

Are Background Checks required?  ○ Yes  ○ No  (Recommended for all paid staff and key volunteers.)

16. PROFESSIONAL EXPENSES

Auto / travel reimbursement  ○ Yes  ○ No  (Recommended: Auto reimbursement at the IRS business mileage rate for actual miles driven.)

Professional Expense account  ○ Yes  ○ No  (A reimbursement account for professional expenses - books, publications, memberships, vestments, uniforms and the like.)

Continuing Education  ○ Yes  ○ No  (Recommended: Two weeks per year, plus $700 per year from the congregation or organization and $300 per year from the rostered leader; funds to be held in a separate account.)

First Call Theological Education  ○ Yes  ○ No  (Recommended: Meeting synod expectations for First Call rostered leaders to participate in FCTE, including financial support and continuing education time.)

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

17. OTHER SUPPORTING RESOURCES

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

Mission and Vision statement of the congregation or organization  ○ Yes  ○ No

Printed history of the congregation or organization  ○ Yes  ○ No

Strategic Plan: Goals and Objectives  ○ Yes  ○ No

Budget  ○ Yes  ○ No

Annual Report  ○ Yes  ○ No

Position description: Duties and Responsibilities  ○ Yes  ○ No

Communications Piece (publicity, newsletter, etc.)  ○ Yes  ○ 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 promote and commend your ministry possibilities. To see some examples, please click here. If your congregation is a part of a Multiple-Point Parish, please click here.
18. SEVEN REFLECTIONS

Seven Reflections on Ministry and Context
If you would like to enhance your Ministry Site Profile with additional reflections on several key questions, you may download the extra form.

PART V: COMPLETION OF PROFILE

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)

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

20. CALL PROCESS CONTACT PERSON

Enter the name of the person on the synod staff who is the contact person or call process administrator for your call process. You may need to contact the synod office to verify this information.

Name:
Title:
e-mail:
Office Phone:
Fax: Click here to allow a change in the CALL PROCESS CONTACT PERSON's information.

21. REFERENCE’S RECOMMENDATION

Please give the name of someone from outside the congregation or organization who has agreed to comment on the life and ministry of this ministry site.

Reference agreeing to do this:

Name:
Day Phone:
Evening Phone:
Cell:
Fax:

Finished! Thank you for the thoughtfulness and energy you have invested in completing this form. Be certain to SAVE your work on your computer and PRINT a hard copy for your files. Before submitting this form you must DATE and LOCK it to prevent accidental or unauthorized changes to your work. After you hit SUBMIT you will see a dialog box that confirms that your form has transmitted successfully.

What to do next: Once this form is submitted, go to www.elca.org/call and click on “Access Account” to download your Reference Recommendation and Seven Reflections forms.
The Council Recommendation and Election Process

Once the council has approved the recommendation of the call committee, the council takes the following steps.

1. The council provides for due constitutional notice to the congregation announcing the date of the special meeting being convened to issue a Call to a particular person. The congregation president notifies the bishop’s representative concerning the date.

2. The council prepares a communications strategy, providing thorough printed and personal announcements about the pastor being recommended, (perhaps a one or two page summary about the person and the process).

3. The council prepares a proposal for compensation, including salary, benefits, and expectations using the documents “Minimum Salary Guidelines” and “Definition of Compensation…”

4. The council decides upon provisions for the congregation to meet the candidate prior to the congregational meeting. The synod recommends an “open house” format during which the pastor might lead devotions and engage those assembled in conversation about the ministry.

5. The congregation president (or designee) conducts the call meeting. (One resolution is presented for action at the special meeting: both to issue a Call to the recommended candidate and to approve the offer of compensation.)

6. After the meeting, the congregation president (or designee) contacts the pastor-nominee and the bishop’s representative to convey the decisions. (The call committee chair could also contact the nominee to offer encouragement and interpretation, or to offer aid in planning the potential transition.) If a Call is being extended, the president makes a plan for completion of the official call documents (and should clarify that timeline with the candidate). If a Call is not being extended, the call committee will reconvene to determine the next step in consultation with the bishop’s representative.

7. The council president and secretary sign the completed documents and mail to the synod office for the bishop’s signature.

When the call documents are sent to the pastor, the pastor has 30 days to respond. Start-up typically begins 60-120 days from the date of acceptance. The congregation president and new pastor make arrangements for an installation service with the bishop’s representative.
Preparing for the Congregational Meeting

As you look forward to the congregational meeting to call a new leader to serve at your congregation, please prepare carefully and note the specific requirements related to that meeting.

✔ You should provide the proposed compensation package to the bishop’s representative prior to the call meeting for review and approval.

✔ Then, at the congregational meeting, the call committee chair, on behalf of your congregation council, should present information regarding the candidate you intend to call. This should be a description of how his or her particular gifts are likely to meet the ministry needs of the congregation, and the details about the compensation package that the congregation council recommends.

✔ After a time for answering any questions from people gathered, action by the congregation is required. The council president (or designee) should make a motion on behalf of the congregation council “to call name to serve as Pastor of name Lutheran Church at the level of compensation described and recommended by the council.” The title on the Letter of Call will always read “Pastor” regardless of a specific position (i.e. Associate Pastor, Teaching Pastor, Youth Pastor, etc.)

✔ A two-thirds (2/3) majority is needed to extend the call. Use of a written ballot is strongly encouraged and in some congregation constitutions, is required.

✔ The Letter of Call and the Definition of Compensation, Benefits and Responsibilities of the Pastor will be enclosed in the Call Meeting packet sent from the Office of the Bishop upon notice of the Call Meeting. Please complete and return these forms to the Office of the Bishop as soon as possible after the congregation’s call meeting. Once the bishop has signed the documents, they will be forwarded to the candidate for approval and signature.

✔ Because many pastors choose to frame their Letter of Call, please take care to fill out the information in a formal manner and mail the forms in a flat envelope.

✔ Following the meeting, the chair of the congregation or call committee should call the candidate and share the results of the vote.
LETTER OF CALL
TO AN ORDAINED MINISTER OF THE EVANGELICAL LUTHERAN CHURCH IN AMERICA

IN THE NAME OF THE FATHER, AND OF THE SON, AND OF THE HOLY SPIRIT. AMEN.

With prayer for the guidance of the Holy Spirit to do God's will,

a congregation of the

of the Evangelical Lutheran Church in America

meeting on

extends to you this call to serve as

We call you to exercise among us the ministry of Word and Sacrament which God has established and which the Holy Spirit empowers: To preach and teach the Word of God in accordance with the Holy Scriptures and the Lutheran Confessions; to administer Holy Baptism and Holy Communion; to lead us in worship; to proclaim the forgiveness of sins; to provide pastoral care; to speak for justice in behalf of the poor and oppressed; to encourage persons to prepare for the ministry of the Gospel; to impart knowledge of the Evangelical Lutheran Church in America and its wider ministry; to endeavor to increase support given by our congregation to the work of our whole church; to equip us for witness and service; and guide us in proclaiming God's love through word and deed.

In accepting this call, you hereby promise to fulfill this pastoral ministry in accord with the standards and policies for ordained ministers of the Evangelical Lutheran Church in America. Therefore, be diligent in the study of Holy Scripture, in use of the means of grace, in prayer, in faithful service, and in holy living.

With this call, we pledge our prayers, love, esteem, and personal support for the sake of the ministry entrusted to you by God and for our ministry together in Christ's name. Specific responsibilities, compensation, benefits, and conditions of this call are contained in a document related to this call.

In testimony of this call, we have subscribed our names on behalf of the congregation on this day of , A.D.

President

Secretary

Attested by

Bishop of the

Date of bishop's signing

Southeastern Iowa Synod
Evangelical Lutheran Church in America
God's work. Our hands.
Definition of Compensation, Benefits, and Responsibilities of the Pastor

Prepared by __________________________________________
for the Reverend______________________________________
for the period: _____________________________ to___________________________

A. Compensation
The congregation will provide the following annual compensation:
1. Base Salary         $___________________
2. Housing Allowance (if provided)      $ __________________
3. Self-employed Social Security payment allowance (if provided)   $ __________________
4. If a parsonage or other housing is provided:
   a. Utilities allowance       $ __________________
   b. Furnishings allowance      $ __________________
   c. Housing equity allowance                    $ __________________

B. Pension and Other Benefits
The congregation will sponsor the pastor 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 pastor’s spouse and children unless they have other employer-provided group medical insurance coverage and the pastor consents to waiving medical-dental coverage for them under the ELCA Pension and Other Benefits Program.)
1. 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 pastor’s ministry.
1. Automobile and travel allowance      $ __________________
2. Other professional expenses       $ __________________
3. Expenses for official meetings of the synod, as reimbursed   $ __________________
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 _____________________________ 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 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 Pension and Other Benefits Program in a 12-month period in the event that the pastor is physically or mentally disabled*; and
6. Where applicable, parental leave with full salary, housing, and benefits.

* 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.
Definition of Compensation, Benefits, and Responsibilities of the Pastor
(Continued)

A description of the particular responsibilities of this position may be attached to this “Definition of Compensation, Benefits, and Responsibilities.” Signatures are required.

E. Other Provisions
Special emphases 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, or other such details)
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________

We, the undersigned, certify that the necessary approvals of the congregation and congregational council have been granted for the provisions set forth above. This statement has been reviewed and complies with the minimum compensation guidelines of the Southeastern Iowa Synod.

________________________________________________________________________________
Bishop’s Representative           Congregation President

________________________________________________________________________________
Date                              Council Secretary

I certify that I accept the above statement:

The Reverend ___________________________ Date of Signature: ________________

NOTE: Retain original 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.”
New Beginnings - Walking Together

As a pastor begins a new call, it is important to establish a good beginning and a strong foundation for pastoral ministry with and among the congregation. New Beginnings: Walking Together consists of a series of conversations that includes pastor, council president, the call committee chairperson and the bishop’s representative.

At the time of the call
Letter of Agreement is signed by the president, chair of the call committee, the pastor and the bishop’s representative.

Within 60 days of a new call.
The pastor meets with the bishop.

Three months
First meeting with pastor, president, chair of call committee and bishop’s representative
Check in – informal conversation
Have there been any surprises in the first three months?
If applicable, how has the family adjusted?
What exciting things are happening?
What concerns or disappointments need to be discussed?
Clarify expectations (reporting to council, role with staff, etc.)
What needs follow up at this point?

Six months
Review mutual expectations from Ministry Site Profile, Section 13
Are there other expectations emerging?
If so, are they realistic? Timely?
Is there a rhythm/routine emerging in ministry together?
How is trust being built between pastor/staff/leadership/congregation?
Discuss “head of staff” details. (Responsibilities, reviews, etc.)

Twelve months
The Bishop Representative assists in leading an annual review of the ministry of pastor and congregation. A proposed format will be provided.
Discuss expectations about a Mutual Ministry Committee.

Eighteen months
Assess needs/opportunities for pastor and congregation.
Where we have been and where we are going.
New Beginnings - Walking Together Agreement

As we seek to establish a good beginning and a strong foundation for pastoral ministry at (name) Lutheran Church, (city), we agree to participate in the “New Beginnings: Walking Together” process of the Southeastern Iowa Synod of the Evangelical Lutheran Church in America as outlined in the attachment to this agreement. This process will be led by Pastor ______________________ from the Office of the Bishop. We commit ourselves to open, honest, and constructive conversation for the building up of the Body of Christ.

___________________________________________________         _________
(Pastor)                                                                                                      (Date)

___________________________________________________         _________
(President of the Congregation)                                                                 (Date)

___________________________________________________         _________
(Chair of the Call Committee)                                                                    (Date)

___________________________________________________         _________
(Synod Representative)                                                                             (Date)
Calling an Associate Pastor

When calling an associate pastor to serve a congregation with a senior pastor in place, it is clearly important to find an associate who can work well with the current senior pastor. For this reason, both the call committee and the senior pastor play an important role in the call process as together they reach a decision about which candidate to recommend to the council and congregation. The congregational constitution should be consulted when determining a senior pastor’s role in the call process.

Absent specific requirements in the constitution, each call committee and senior pastor works this out in a different way, including, but not limited to the following:

**Early Call Committee Work:**

1. Senior pastor chooses to serve as an *ex officio* member of the call committee to be part of the ongoing conversation.
2. Senior pastor lets the committee work independently.
3. Senior pastor meets with the committee when requested at different parts of the process.

**Interviews:**

Both the call committee and the senior pastor have veto power over any candidate at any point in the process.

1. **Senior pastor interviews first** – Each candidate interviews with the senior pastor first. All candidates with whom the senior pastor feels he/she can work collegially get forwarded to the call committee for an interview.
2. **Call committee interviews first** – Each candidate interviews with the call committee first and the call committee forwards all candidates they would be interested in pursuing to the senior pastor for an interview.
3. **Call committee and senior pastor interviews coincide** – Each candidate is interviewed by both the call committee and the senior pastor in the same initial visit. Mutually agreed-upon candidates proceed to second-round interviews, etc. This method means only one trip for each first-round candidate, but can be difficult to schedule.

When both the senior pastor and the call committee agree on a single candidate, that candidate’s name can be forwarded to the congregational council for its decision about calling a congregational vote.
What is First Call Theological Education?

One of the most dramatic transitions in the life of newly called leaders is the transition from seminary or non-rostered status to the first call to public ministry. For that reason, the Evangelical Lutheran Church in America (ELCA) has developed First Call Theological Education (FCTE), a three-year structured program of personal and leadership development for all rostered ministers.

FCTE involves:
- theological reflection
- experiential learning
- colleague support

FCTE builds upon foundations provided by a seminary, a college, or other educational program.

The program is for newly called ministers in the first three years of their first call and is designed and coordinated within each synod of the ELCA.

FCTE is a structured program of personal and leadership development intended to provide assistance in three primary content areas:

- Ministerial Identity—assuming a religious leadership role
- Ministry Skills—learning how to provide leadership for the variety of functions in the life of the congregation and/or ministry site
- Context of Ministry—discovering the history, values, and commitments of the specific setting of ministry

The FCTE program addresses the goal areas through the following program components:

- Core program events
- Elective events directed toward specific needs and interest of the ministry context and minister
- Mentor and/or colleague relationships
- Structured reading

Who Pays for FCTE?

Funding for FCTE is covered by the congregation’s and rostered minister’s shared commitment to provide for ongoing continuing education. The cost of synod-sponsored events can be fully funded in congregations who provide a level of continuing education funding consistent with the synod’s Minimum Compensation Guidelines. Those funds may or may not be sufficient for additional continuing education the minister is interested in receiving.

What are the Hopes for FCTE?

Learning in FCTE involves theological reflection, experiential learning and learning from peers and colleagues, as well as from congregational leaders. The congregation or ministry site is considered part of the broad theological education network, providing a context for mutual learning between rostered ministers and lay leaders.
Such mutuality can result in revitalizing mission and ministry within the congregation and to the broader community. With this in mind, the hopes are to:

- Build healthy first calls for newly rostered ministers and congregations/ministry sites
- Assist in developing spiritual practices and gifts/strengths identification as a process of growth in discipleship
- Facilitate healthy colleague relationships in the geographic area where the minister serves
- Encourage congregations/ministry sites to participate in shared learning and help identify key ministry issues and challenges
- Establish patterns of life-long learning and leadership that will serve the ministry contexts and the wider church
- Support an atmosphere of forgiveness, grace, and prayer for ministry contexts and their first call minister
- Provide resources for rostered ministers in their varied contexts

Who Supports FCTE?
FCTE is supported through the Office of the Bishop and falls under the responsibility of Pastor Erika Uthe, who serves as Assistant to the Bishop and Director for Evangelical Mission. The FCTE Committee meets regularly to plan, evaluate, and adjust the program to meet the needs of the first call ministers.

What Do First Call Ministers Do in FCTE?

What do First Call Rostered Ministers do?

Throughout the 3-year FCTE program several components remain consistent:

- Fall Theological Conference for all Rostered Ministers
- Winter FCTE Gathering
- Spring FCTE Gathering
- FCTE Committee Contacts
- Continuing Education Electives – 25 hours
- Reading
- Spiritual Practices

In addition to these, each year also has specific components:

Year 1

- Welcome to Synod event
- New Beginnings: Walking Together process
- Seek out and establish a support network of peers with whom you regularly meet
- Identify an individual with whom you might start a mentoring relationship
- Connect with your assigned FCTE Committee Contact Person
Year 2

• New Beginnings: Walking Together process and begin to establish the Mutual Ministry Team
• Continue meeting with peers regularly (text study, colleague groups, etc.)
• Reflection on year 1: surprises, successes, failures, lessons learned, etc.
• Check in with the Committee Contact Person

Year 3

• Mutual Ministry established and functioning
• Meeting with peers
• Identify growth areas (individually and contextually) and seek out appropriate continuing education opportunities
• Check in with the Committee Contact Person

What Do First Call Ministry Sites Do?

What are the Hopes for First Call Theological Education in your Ministry Site?

As the ministry site and the newly called rostered minister begin work together, it is hoped that with the FCTE program the ministry site will be able to:

• Help the newly called minister make a graceful transition from candidacy to ministry
• Strengthen the site’s ministry
• Develop a healthy relationship between the new minister and the ministry site
• Minister more effectively to a changing world
• Participate in shared learning and growth
• Experience the joys of shared ministry

How Do Ministry Sites Support First Call Theological Education?

The ministry site expresses its commitment to supporting its newly rostered minister by:

• Providing time for the minister to participate in all components of the program
• Providing financial support to the best of the ministry site’s ability
• Supporting the minister’s application for continuing education scholarships & awards
• Help the minister get acquainted with the site’s people, history, and ministry
• Providing a Walking Together Team of people who work with the minister (for those on the Roster of Word and Sacrament)
Walking Together Team

The tasks of the Walking Together Team include:
- Participation in all Walking Together conversations and visits from the Office of the Bishop
- Support the minister (and family) in the transition process
- Strengthen communication between congregation and minister
- Keep the congregation informed about the First Call Theological Education program

Who Might Serve on the Walking Together Team?

It’s helpful to have people who bring a variety of perspectives, including members with different vocational backgrounds, and different ages or length of church membership. In addition to the call committee chair and the council president, the individuals selected need to be aware that personal issues may surface in these meetings and need to be able to honor the confidentiality of their work. These people should be trusted by the congregation and be willing to participate in mutual decision making with the rostered minister. These individuals have a vested interest in the success of the minister in their first call and usually comprise a cross-section of the congregation.
Evaluation of the Process

Good evaluation is the foundation of a good call process. We need to draw on the experience of those who are regularly involved in call processes (i.e., Office of the Bishop) and those who are involved only once in a while (i.e., parishioners comprising a call committee). We need to develop an understanding of what's helpful and not helpful that extend beyond our personal experiences so others will benefit from our experience.

Please discuss this as call committee and council members, and forward your responses to:
Bishop Michael Burk
2635 Northgate Dr
Iowa City, IA 52245

________________________________________   _____________________________
Congregation      City

________________________________________   _____________________________
Contact Person         Contact Phone

________________________________________   _____________________________
Contact Email         Name of Bishop Representative

1. In what ways did the congregation find the call process helpful? Were specific parts of the process more helpful than others?

2. What parts of the process produced frustration, confusion or were not helpful? What parts of the process could be improved?

3. How did the call process help the congregation clarify mission goals?

4. What did you find helpful about the work of the bishop’s representative?

5. What did you find unhelpful about the work of the bishop’s representative?