

Mary Sharkey

Handbook

of

THE LUTHERAN CHURCH—

MISSOURI SYNOD

1969 Edition

FOREWORD

The Commission on Constitutional Matters has the responsibility of revising the *HANDBOOK* of The Lutheran Church — Missouri Synod after each synodical convention. At the present time the commission consists of the following: Herbert Kuenne, chairman, Elmer Luessenhop, Frederick R. Polzin, George Sommermeyer, Herbert Mueller, *ex officio*, secretary, and Paul Streufert, advisory.

Among major bylaws or bylaw revisions adopted in Denver are those for the following: formation and realignment of Districts (3.03); procedures for synodical conventions (1.27); convention representation (1.53); lay ministers (4.101 and 4.103); Board for Higher Education (Chapter VI, especially 6.53 to 6.129); youth ministry (7.71 to 7.81); medical missions (8.71 to 8.75); television (12.27 ff.); services to mentally retarded (13.31 ff., 7.101 ff.).

The Board of Doctrinal Review, created by the New York convention, was unable to develop bylaws in time to be submitted to the Denver convention. The commission therefore assumes that the reviewers will continue to be bound by the provisions — as far as they apply — of the report of the special committee adopted at the New York convention.

The Denver convention adopted a resolution granting youth representatives advisory delegate status at subsequent conventions. The Commission on Constitutional Matters has found it necessary to rule this provision of "advisory delegate status" in conflict with Article IX of the Constitution and therefore unconstitutional. However, the commission has redrafted Bylaw 1.65 in order to achieve what in the estimation of the commission was the principal concern of the delegates: to involve our young people as far as is constitutionally possible. The procedure set forth is identical with that which the delegates had approved for the Denver convention and seemingly had proved to be satisfactory.

The convention also stipulated that the Board of Directors should develop bylaws for a new Commission on Lay Higher Education which would also incorporate the responsibilities of the present Valparaiso Advisory Committee. The Board of Directors was charged with the same duty with respect to the now combined Board of Social Ministry and Board of World Relief. Until such new bylaws are

1969
Constitution and Bylaws
as amended by the
Denver Convention
July 11—18, 1969

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adopted, the old regulations continue to appear in this HANDBOOK. The Board of Directors will also need to supply bylaws for the new Department of Development of Special Resources.

May God lend His blessing to this little booklet as a tool in the building of His temple! For Jesus' sake!

THE COMMISSION ON CONSTITUTIONAL MATTERS
HERBERT MUELLER, *Secretary*

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Articles of Incorporation

Article I Name, Duration, Registered Office, and Agent

- a. The name of this corporation shall be "The Lutheran Church — Missouri Synod."
- b. The period of duration of the corporation is perpetual.
- c. The address of the registered office of the corporation is 210 North Broadway, St. Louis, Missouri.
- d. The name of the registered agent of the corporation is Walter F. Wolbrecht.

Article II Objects

The objects of this corporation shall be:

- a. To unite in a corporate body the members of the Evangelical Lutheran Church who acknowledge and remain true to the *Book of Concord* of the year of our Lord 1580 as a true exhibition of sound Christian doctrine.
- b. To train ministers and teachers for service in the Evangelical Lutheran Church.
- c. To assist and advise congregations, pastors, and teachers affiliated with The Lutheran Church — Missouri Synod and to exercise supervision over such pastors and teachers as to doctrine, practice, and performance of their official duties.
- d. To establish, build, conduct, and maintain theological seminaries, colleges, academies, schools, and other institutions of learning.
- e. To assist in the establishment of Lutheran congregations and preaching stations.
- f. To spread the Gospel by means of radio and television broadcasting, visual education, and all other forms of missionary endeavor throughout the world.
- g. To print, publish, purchase, sell, and otherwise disseminate Bibles, books, periodicals, literature, music, and other supplies for congregations, schools, Sunday schools, preaching stations, and institutions.
- h. To establish and conduct all such enterprises and endeavors and to exercise such further powers as may be necessary or expedient to carry out the

objects and purposes for which this corporation is organized.

Article III Membership

The power of the corporation shall be lodged with the accredited clergy and lay delegates of the congregations in actual membership with The Lutheran Church — Missouri Synod, distributed among the constituent congregations in such number as may be determined upon from time to time by the Bylaws of The Lutheran Church — Missouri Synod, and only such delegates shall be entitled to a vote at the meetings of the corporation.

Article IV Meetings

This corporation shall have general synodical meetings once in every two years, or as often as may be determined by resolution of said corporation. Special meetings may be called in such manner as may be provided by the Constitution or Bylaws of The Lutheran Church — Missouri Synod.

Article V Officers

The officers of this corporation shall consist of a President, Vice-Presidents as specified by the Bylaws of The Lutheran Church — Missouri Synod, a Secretary, and a Treasurer.

The Board of Directors of the corporation shall be comprised of the President, the Secretary, and the Treasurer of the corporation and such additional directors as shall be elected from time to time in accordance with the Bylaws of The Lutheran Church — Missouri Synod.

The officers and members of the Board of Directors shall be elected at the general meetings of the corporation for such terms as shall be specified by the Bylaws of The Lutheran Church — Missouri Synod and shall serve until their successors are duly elected and have qualified.

Article VI Property

This corporation shall have power to acquire by gift, grant, demise, devise, bequest, purchase, or otherwise, property of every kind and description, real, personal, or mixed; to hold and use such property and deal with, or dispose of, any or all such property by sale, exchange, or gift, when necessary

or expedient to carry out the objects and purposes of the corporation; to receive, maintain, and administer endowments, legacies, pension funds, retirement funds, and such other general or trust funds as may be necessary for the operation of said corporation or for the accomplishment of its purposes; provided that all such property shall be acquired, dealt with, or disposed of in a manner not in conflict with the laws of the State of Missouri or of the laws of any State in which said property is located.

Article VII Bylaws

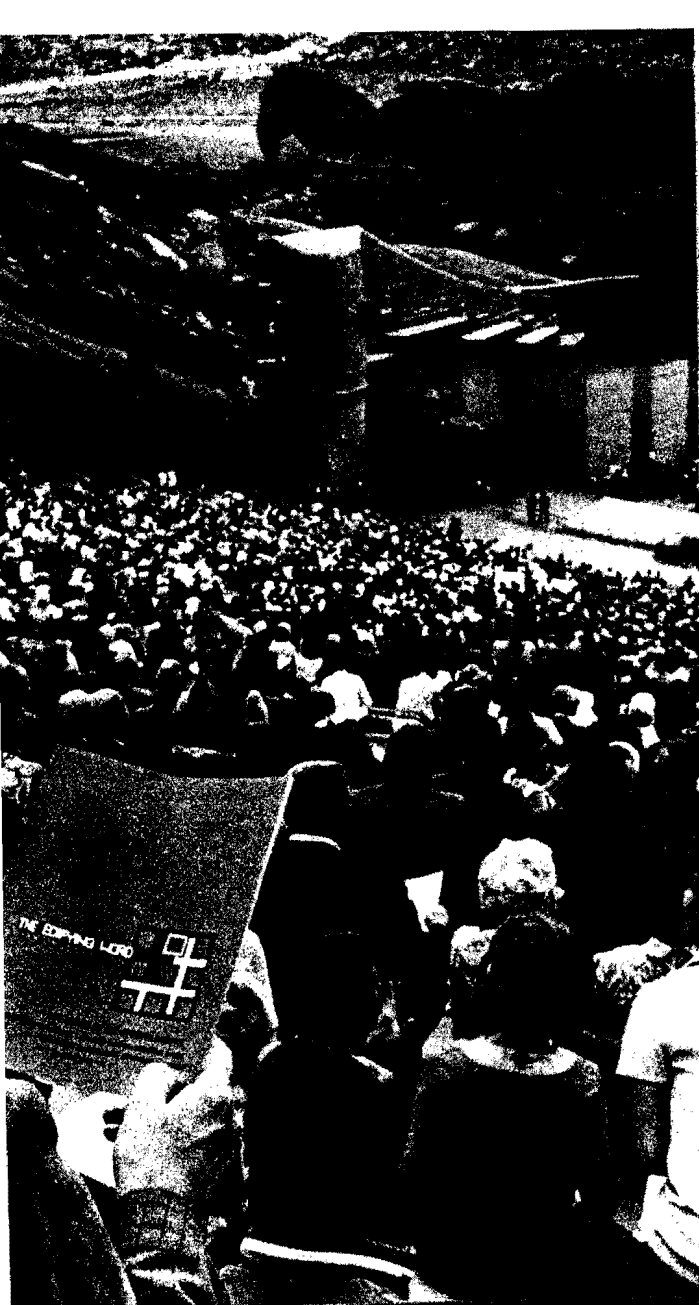
This corporation shall have and make such Bylaws as may be necessary to accomplish its purposes and shall have power to create such offices, committees, and other subordinate bodies as may be necessary to accomplish its general and special objects.

Article VIII Amendments

Amendments to these Articles of Incorporation may be made at any time at a regularly called meeting of this corporation by a majority of the voting delegates present at such meeting, provided such amendments are not inconsistent with the Constitution or the laws of the United States or the State of Missouri.

The Articles of Incorporation of the Synod were amended in their entirety by the synodical convention of 1956. Article IV was amended by the 1962 synodical convention and Article V, paragraph 2, by the 1965 convention. Both of the amendments were approved by the Circuit Court of the City of St. Louis.

The Synod at its 1967 convention, on advice of counsel, resolved to accept the provisions of the Missouri "General Not-for-Profit Corporation Act" enacted in 1959. This act simplifies corporate procedure and makes it unnecessary to apply to the Circuit Court of the City of St. Louis for approval of amendments. Only two changes were needed. In Article I, Sections b, c, and d were added, and the clause in Article VIII for court approval of amendments was deleted.



PAUL OCKRASSA

Constitution

of The Lutheran Church — Missouri Synod

PREAMBLE

Reason for the Forming of a Synodical Union

1. The example of the apostolic church. Acts 15:1-31.
2. Our Lord's will that the diversities of gifts should be for the common profit. 1 Cor. 12:4-31.

Article I Name

The name of the synod organized under this Constitution shall be: THE LUTHERAN CHURCH — MISSOURI SYNOD.

Article II Confession

Synod, and every member of Synod, accepts without reservation:

1. The Scriptures of the Old and the New Testament as the written Word of God and the only rule and norm of faith and of practice;
2. All the Symbolical Books of the Evangelical Lutheran Church as a true and unadulterated statement and exposition of the Word of God, to wit: the three Ecumenical Creeds (the Apostles' Creed, the Nicene Creed, the Athanasian Creed), the Unaltered Augsburg Confession, the Apology of the Augsburg Confession, the Smalcald Articles, the Large Catechism of Luther, the Small Catechism of Luther, and the Formula of Concord.

Article III Objects

The objects of Synod are:

1. The conservation and promotion of the unity of the true faith (Eph. 4:3-6; 1 Cor. 1:10) and a united defense against schism and sectarianism (Rom. 16:17);
2. The joint extension of the Kingdom of God;
3. The training of ministers and teachers for service in the Evangelical Lutheran Church;
4. The publication and distribution of Bibles,

church books, schoolbooks, religious periodicals, and other books and literature;

5. The endeavor to bring about the largest possible uniformity in church practice, church customs, and, in general, in congregational affairs;

6. The furtherance of Christian parochial schools and of a thorough instruction for Confirmation;

7. The supervision of the ministers and teachers of Synod with regard to the performance of their official duties;

8. The protection of pastors, teachers, and congregations in the performance of their duties and the maintenance of their rights.

Article IV Powers

Synod shall have legal powers—

1. To purchase, hold, administer, and sell property of every description in the interests of Synod;

2. To accept, hold, administer, and, if deemed advisable, dispose of, legacies, donations, commercial papers, and legal documents of every description in the interest of its work.

Article V Membership

Membership in Synod is held and may be acquired by congregations, ministers of the Gospel, and teachers of the Evangelical Lutheran Church who confess and accept the confessional basis of Article II.

A. Voting Members

All organized congregations that have joined Synod hold voting membership. At the meetings of the Districts of Synod every congregation or parish is entitled to two votes, one of which is to be cast by the pastor and the other by the lay delegate. At the meetings of Synod a number of congregations shall form a group, which shall be represented by two voting delegates, one a pastor and one a lay delegate.

B. Advisory Members

Advisory members only are the following:

1. Pastors whose congregations do not hold membership in Synod;

2. Assistant pastors;

3. Ministers not in charge of congregations;
4. Professors at Synod's educational institutions;
5. Teachers of parochial schools;
6. Candidates for the office of the ministry or for that of a teacher in the parochial schools.

Article VI Conditions of Membership

Conditions for acquiring and holding membership in Synod are:

1. Acceptance of the confessional basis of Article II.

2. Renunciation of unionism and syncretism of every description, such as:

a. Serving congregations of mixed confession, as such, by ministers of the church;

b. Taking part in the services and sacramental rites of heterodox congregations or of congregations of mixed confession;

c. Participating in heterodox tract and missionary activities.

3. Regular call of pastors and teachers and regular election of lay delegates by the congregations, as also the blamelessness of the life of such.

4. Exclusive use of doctrinally pure agenda, hymnbooks, and catechisms in church and school.

5. A congregation shall be received into membership only after Synod has convinced itself that the constitution of the congregation, which must be submitted for examination, contains nothing contrary to the Scriptures or the Confessions.

6. Pastors, teachers, or candidates for the office of the ministry or that of a teacher in a parochial school not coming from recognized orthodox church bodies must submit to a colloquium before being received.

7. Congregations, pastors, teachers, or candidates for the office of the ministry or that of a teacher in a parochial school are, as a rule, received at the meetings of the Districts of Synod, but may be received also at the meetings of Synod.

Article VII Relation of Synod to Its Members

In its relation to its members Synod is not an ecclesiastical government exercising legislative or coercive powers, and with respect to the individual

congregation's right of self-government it is but an advisory body. Accordingly, no resolution of Synod imposing anything upon the individual congregation is of binding force if it is not in accordance with the Word of God or if it appears to be inexpedient as far as the condition of a congregation is concerned.*

Article VIII Synodical Meetings

A. Time and Legality of Meetings

1. Synod convenes every two years for its regular meeting.

2. For a legal convention a constitutional convocation of the meeting and the presence of at least one fourth of the constitutionally elected voting representatives is necessary.

B. Special Sessions of Synod

1. Synod may under circumstances call a special session if two thirds of the voting representatives present so decide.

2. In cases of urgent necessity a special session may be called by the President with the consent of two thirds of the District Presidents or by three fourths of the District Presidents without the consent of the President; however, all congregations and other members of Synod must be notified thirty days in advance and told for what purpose this extra meeting is being convened.

C. Resolutions at Synodical Meetings

All matters of doctrine and of conscience shall be decided only by the Word of God. All other matters shall be decided by a majority vote. In case of a tie vote the President may cast the deciding vote.

Article IX Representation

The synodical meetings are composed of regularly elected and delegated representatives and of certain individual persons, as specified in the Bylaws, to wit:

1. Representatives of congregations, entitled to vote;

2. Advisory representatives of the advisory members of Synod;

* Cp. Bylaws, 1.09 b.

3. Advisory representatives of boards, commissions, and educational institutions and such as by virtue of their office are required to attend Synod.

Article X Officers

A

The officers of Synod are:

1. A President;
2. Vice-Presidents, as prescribed by the Bylaws;
3. A Secretary;
4. A Treasurer;
5. A Board of Directors;
6. Other officers, as specified in the Bylaws.

B

1. The President, the Vice-Presidents, and the Secretary must be ministers of the church and, like the Treasurer and the members of the Board of Directors, members of voting congregations.

2. The time of service of all officers, boards, and commissions shall be fixed by the Bylaws of the Constitution of Synod.

3. Any officer or any member of any board or commission ceases to be an officer of Synod or a member of any board or commission as soon as he ceases to be a member of a congregation affiliated with Synod.

Article XI Rights and Duties of Officers

A. In General

1. The officers of Synod must assume only such rights as have been expressly conferred upon them by Synod, and in everything pertaining to their rights and the performance of their duties they are responsible to Synod.

2. Synod at all times has the right to call its officers to account and, if circumstances require it, to remove them from office in accordance with Christian procedure.

3. Synod reserves the right to abolish any office it has established.

4. Conventions of Synod and of the Districts have the right, in extraordinary cases, to elect a chairman other than the regular presiding officer.

B. Duties of the President

1. The President has the supervision regarding the doctrine and the administration of —

- a. All officers of Synod;
- b. All such as are employed by Synod;
- c. The individual Districts of Synod;
- d. All District Presidents.

2. It is the President's duty to see to it that all the aforementioned act in accordance with Synod's Constitution, to admonish all who in any way depart from it, and, if such admonition is not heeded, to report such cases to Synod.

3. The President has and always shall have the power to advise, admonish, and reprove. He shall conscientiously use all means at his command to promote and maintain unity of doctrine and practice in all the Districts of Synod.

4. The President shall see to it that the resolutions of Synod are carried out.

5. At the sessions of Synod the President shall —

- a. Conduct the meetings and have a care that all things be done in a Christian way and in accordance with the Constitution of Synod;

- b. Give an accurate report to Synod of his administration.

6. The President shall sign the official papers and documents in the name of Synod.

7. It is the duty of the President to be present also at the meetings of the Districts, to advise them, and to report at the next session of Synod.

8. The President shall perform all additional duties which Synod may enjoin upon him through its Bylaws or by special resolution.

9. When business matters that permit of no delay turn up between conventions of Synod, the President is authorized to submit them to a vote of the congregations by means of the official synodical organs. In such cases at least one fourth of the synodical congregations must register their vote.

C. Duties of the Vice-Presidents

1. The Vice-Presidents shall upon request of the President represent him in all his functions.

2. In case of the disability, the deposition from office, or the death of the President, the Vice-Presidents, in the order of their rank of office,

advance to the President's place, with full power, until the expiration of his term of office.

D. Duties of the Secretary

The Secretary shall —

1. Record the proceedings during the synodical conventions;

2. Draw up and sign the official papers and documents of Synod;

3. Perform such other work as Synod may enjoin upon him through its Bylaws or by special resolution.

E. Duties of the Treasurer

The Treasurer is the custodian of all moneys and valuable papers of Synod and shall —

1. Keep an exact record of all moneys received and expended by Synod;

2. Administer Synod's financial affairs according to its instruction;

3. At any time submit to an examination of his books and accounts by an auditing committee when so ordered by Synod or its officers.

F. Duties of the Board of Directors

1. The Board of Directors shall consist of not fewer than seven members, to wit: the President, the Secretary, the Treasurer, one pastor, and three laymen.

2. The members of the Board of Directors are the legal representatives of Synod and the custodians of all property of Synod, and upon them are incumbent the general management and supervision of all the business affairs of Synod.

Article XII Districts of Synod and Their Regulation

1. Synod is divided into Districts, the geographical boundaries of which are determined by Synod and are altered by it according to circumstances.

2. This Constitution is also the constitution of each District of Synod; however, each District is at liberty to adopt such bylaws and pass such resolutions as it deems expedient for its conditions, provided that such bylaws and resolutions do not conflict with the Constitution and the Bylaws of Synod.

3. The officers of the Districts are:

a. A District President;

b. District Vice-Presidents as the Bylaws prescribe;

c. As many Circuit Counselors as each District may determine upon;

d. A District Secretary;

e. A District Treasurer, who may be elected by the District convention or appointed in such manner as the District may prescribe.

4. Additional officers, boards, and commissions are elected by the Districts as they are required for the execution of the business of the Districts.

5. The election and time of service of the District officers shall be determined by the Bylaws of the Constitution of Synod.

6. All officers of the Districts have the same rights and duties as those outlined in this Constitution for the officers of Synod but only insofar as these apply to the District and only within the boundaries of their Districts.

7. The District Presidents shall, moreover, especially exercise supervision over the doctrine, life, and administration of office of the pastors and teachers of their District and acquaint themselves with the religious conditions of the congregations of their District. To this end they shall visit and, according as they deem it necessary, hold investigations in the congregations. Their assistants in this work are the Circuit Counselors, who therefore shall regularly make their reports to the District President.

8. District Presidents are empowered to suspend from membership pastors, professors, and teachers for persistently adhering to false doctrine or for having given offense by an ungodly life, in accordance with such procedure as shall be set forth in the Bylaws of the Synod.

9. Furthermore, the District Presidents shall —

a. See to it that all resolutions of Synod which concern the Districts are made known to the Districts and are carried out by them;

b. Submit an annual report of their administration to the President of Synod and, in general, permit him to obtain all necessary insight into their official activities as District Presidents;

c. Perform, either in person or by proxy, the ecclesiastical ordination of the candidates for the ministry assigned to their Districts and the installation of such, as well as the installation of the candidates for the office of schoolteacher and of all ministers and teachers called by the congregations in their Districts;

d. Sign all examination papers and certificates of ordination and, in general, all official papers and documents of their District.

10. The meetings of the Districts of Synod are composed of the following:

A. Voting Representatives

The pastors of such congregations as hold voting membership in Synod and the lay delegates elected and deputed by these congregations shall be voting representatives.

B. Advisory Members

Advisory members are:

a. Pastors whose congregations do not hold membership in Synod;

b. Assistant pastors;

c. Ministers without a charge;

d. Professors at the educational institutions;

e. Teachers of parochial schools;

f. Candidates for the office of the ministry or for the office of parochial schoolteacher.

11. The Districts, when legally incorporated, are represented before the State by a Board of Directors composed of the President, the Secretary, and the Treasurer of the District, which Board, however, may be constituted otherwise.

12. The Districts are independent in the administration of affairs which concern their District only, it being understood, however, that such administration shall always serve the interests of Synod.

13. The regular sessions of the Districts are held in those years in which no regular session of Synod is held. Only Synod has the right to make an exception to this rule.*

14. For the legal holding of the sessions of the Districts a constitutional convocation of such sessions and the presence of at least one third of the

* Permission was granted to the South American Districts to meet also in those years in which the Delegate Synod convenes. 34 (1929), 124.

voting members represented by at least one of their respective representatives (pastor or lay delegate) are required.

15. In cases of urgent necessity the District President is empowered to convene special sessions of his District; he must, however, previously have obtained consent of at least a majority of the voting members of the District after having informed them and the President of Synod of the purpose of the intended special session.

Article XIII Expulsion from Synod

1. Members who act contrary to the confession laid down in Article II and to the conditions of membership laid down in Article VI or persist in an offensive conduct, shall, after previous futile admonition, be expelled from Synod.

2. Expulsion shall be executed only after following such procedure as shall be set forth in the Bylaws of the Synod.

3. If the member expelled is a pastor or teacher in a congregation of Synod, such congregation, unless it has already done so, is held to depose him from office and to deal with him in accordance with the Word of God, notwithstanding an appeal. If it persistently refuses to do so, the respective District is to deal with it. If all negotiations and admonitions fail of their purpose, such congregation forfeits its membership in Synod.

4. Because of their expulsion those so expelled forfeit their membership and all share in the property of Synod. The latter holds good also with respect to those who for any reason themselves sever their connection with Synod.

Article XIV Changes in, and Amendments to, the Constitution

1. Changes in the Constitution and amendments thereto may be made provided they do not conflict with the provisions laid down in Article II and in Article VI.

2. All proposed changes and amendments must be submitted in writing to Synod assembled in convention, and each proposed change shall be voted on separately. A two-thirds majority of all votes cast shall be necessary for adoption.

3. After adoption by the convention such amend-

ments shall be submitted to the congregations of Synod by means of three announcements in the official synodical organs within three months after the close of the convention.

4. Amendments to the Constitution of the Synod shall be submitted directly to each voting congregation of the Synod on an official ballot, and the congregations shall by official action express their affirmative or negative vote and indicate the same to the Secretary of the Synod on this official ballot. The proposed amendment shall become effective at the expiration of 6 months from the date on which the amendment is submitted for vote, provided a two-thirds majority of the votes cast within that period shall have favored the amendment. At the end of the 6-month period the Secretary of the Synod shall announce the outcome of the voting by Districts in the official publications of the Synod.

Bylaws of The Lutheran Church — Missouri Synod

I. SYNODICAL ORGANIZATION

A. MEMBERSHIP

1.01 Application and Reception

Applications for membership in the Synod may be acted upon in the convention of the Synod or of any District of the Synod.

1.03 Signing Constitution

All members of the Synod shall sign the Constitution of the Synod in open session at the first convention of the District which they attend. The duly elected lay delegate of a newly received congregation shall sign the Constitution as the representative of his congregation. The District Secretary shall obtain the signatures to the Constitution in a book provided for this purpose. The District Secretary shall note opposite a member's signature the year in which the member is received or relinquishes membership or is transferred to another District of the Synod. The District President shall keep the Secretary of his District informed of transfers into and out of the District so that entries can be made in the records of his District.

1.05 Duties of Members

Every member of the Synod shall, in accordance with his vocation, his ability, and the means at his command, diligently and earnestly promote the purposes of the synodical organization by word, deed, and adequate financial support.

1.07 Duties of Advisory Members

Advisory members of the Synod shall attend the District conventions. They shall not be elected by any congregation or by any group of congregations as lay delegates to a synodical convention, nor shall they be accredited as such. Former pastors and teachers who are regularly engaged in a secular calling shall no longer be considered advisory members.



PAUL OCKRASSA

1.09 Relation of the Synod to Its Members

a. The Constitution, Bylaws, and all other rules and regulations of the Synod apply to all members of the Synod, i. e., to all congregations, pastors, professors, and teachers. The Synod expects such congregations as have not yet been received into membership, but are served by the Synod, and whose pastors and teachers hold membership in the Synod to honor its rules and regulations.

b. The Synod expects every member congregation to respect its resolutions and to consider them of binding force if they are in accordance with the Word of God and if they appear expedient as far as the condition of the congregation is concerned. The Synod, being an advisory body, recognizes the right of the congregation to be the judge of the expediency of the resolution as applied to its local condition. However, in exercising such judgment, a congregation must not act arbitrarily but in accordance with the principles of Christian love and charity.

c. Membership of a congregation in the Synod gives the Synod no equity in the property of the congregation.

1.11 Constitutions of Congregations

a. A congregation which applies for membership in the Synod shall, 2 months prior to the convention of the Synod or of the respective District of the Synod, send its constitution to the District President, who shall refer it to a standing committee of the District. This committee shall examine the constitution to ascertain whether its provisions are in harmony with Scripture and the teachings and practices of the Synod in order that any necessary changes may be made by the congregation before the District or the Synod convenes. A congregation shall not hold membership until it has made such changes as the Synod may have deemed necessary and has so notified the District President.

b. A member congregation which translates, revises, or amends its constitution or adopts a new constitution shall submit such translation, revision, amendment, or new constitution to the District President, who shall direct it through existing channels for review. Upon favorable action by the

District Board of Directors, the congregation shall be notified that the changes are valid and approved and that the congregation is empowered to function under the new or changed constitution. Such actions shall be submitted to the next convention of the District for ratification.

c. It shall be the policy of the Synod:

1. to decline membership to congregations whose constitutions deny membership or other congregational privileges to any Christian because of race or ethnic origin;

2. to encourage such applying congregations to bring their constitutions and practices into harmony with the Holy Scripture and the Confessions, so that their applications might receive favorable action.

B. SYNODICAL CONVENTIONS — PROCEDURE

1.21 Authority of Delegate Convention

The delegate convention of the Synod shall be the Synod's chief legislative assembly. It shall establish policies, programs, and procedures to carry on the Synod's work. Only a delegate convention of the Synod shall authorize affiliation or association of the Synod with other church bodies, synods, or federations, and the discontinuance of such affiliation or association.

1.23 Convention Preachers

The President shall appoint the convention preachers prior to the convention of the Synod. The President, or one of the Vice-Presidents appointed by him, shall preach at the opening service.

1.24 Convention Orientation

The President shall arrange for suitable orientation and guidance of delegates. A convention manual or guide shall be furnished.

1.25 Organization of Convention

The convention shall organize at its first session on the basis of the registration and the report of the Committee on Credentials. The President shall then make his presidential address, submit his official report, and announce the order of business.

1.27 Reports and Overtures

a. The principal business of a synodical convention shall be the consideration of reports and overtures.

1. Reports are (1) statements of work performed or contemplated by those who are charged with conducting the business of the Synod between conventions, (2) communications to a convention with respect to studies which may have been made for the Synod in order to further its work, or (3) other types of communications to the Synod.

Reports to a convention of the Synod may be submitted only by the President, a Vice-President, the Secretary, the Treasurer, the Executive Director, the Controller of the Synod, a board or commission of the Synod as listed in Sections 2.03 and 2.05, and other individuals or duly constituted groups of individuals who may be required or permitted by the Bylaws, by action of a prior synodical convention, or by the President to report to a convention. A report shall not include an overture unless the report is submitted by someone authorized (in the following paragraph 2) to submit overtures.

2. Overtures are recommendations in the form of proposed resolutions requesting action on the part of the convention.

Overtures to a convention of the Synod may be submitted only by a member congregation of the Synod, a convention or Board of Directors of a District, an official District pastoral or teachers conference, the faculty of an educational institution of the Synod, a board or commission of the Synod listed in Sections 2.03 and 2.05, or a committee established by a prior convention.

b. Reports and overtures must be submitted in triplicate to the President of the Synod not later than 12 weeks prior to the opening date of the convention. No report or overture received subsequent to that date shall be accepted for convention consideration unless a committee consisting of the President, the First Vice-President, and the Secretary adjudge it to be a matter of overriding importance and urgency which is not adequately covered by documents already before the convention.

c. Overtures requesting the Synod to take action which is in conflict with the Constitution or Bylaws of the Synod or in matters for which the Constitu-

tion or Bylaws have provided specific procedures; which contain defamatory allegations; or overtures which may subject the President of the Synod or the Synod to civil actions for libel or slander, shall not be published or presented to any floor committee or to the convention; nor shall any overture be accepted with reference to any case involving suspension, expulsion, or appeals.

d. A convention manual containing reports, overtures, and other information shall be published under the editorship of the Secretary subject to the approval of the President. The President shall also decide which of the matters accepted for presentation to and consideration by the convention shall be published in the convention manual.

e. A copy of the convention manual shall be sent not later than 6 weeks prior to the opening date of the convention to each pastor and teacher on the official rosters of the Synod, to each lay delegate and alternate, to each lay member of synodical boards and commissions, and to all such lay teachers and lay ministers as are designated by their District Presidents.

f. All reports and overtures accepted by the President in accordance with the foregoing paragraphs shall be referred by him to convention committees appointed by him in the name of the convention from among the voting and advisory delegates. Pastors, teachers, and laymen shall be represented on all committees. The President shall notify committee members of their appointment and of the time and place of their first meeting no later than 8 weeks before the start of the convention. The committee rosters shall be published in the *Lutheran Witness Reporter* at least 6 weeks before the convention. After due consideration of the matters referred to it, each committee is to report its findings and recommendations to the convention. If the President deems it advisable, he may convene any committees prior to the opening of the convention.

g. Any member of the Synod (congregation, pastor, teacher) and any lay delegate to the convention wishing to express comments on reports and overtures appearing in the convention manual may submit these in triplicate at least 2 weeks prior to the convention to the Secretary of the Synod, who shall transmit them to the appropriate convention committee for consideration.

h. Overtures and recommendations involving capital outlay or current expenditures shall be accompanied, to the extent feasible, by cost projections and the basis thereof; furthermore, each proposed resolution involving expenditures, prior to its consideration on the floor of the convention, shall be presented to the floor committee on financial matters, which in consultation with the Controller shall attach to the recommended resolution accompanying information on estimated cost thereof on an annual basis or on a project basis, as the case may be.

1.29 Conduct of the Convention

The President shall conduct the sessions of the convention according to parliamentary law. He shall make every effort so to arrange the schedule of business that the sessions do not extend beyond one week.

1.31 Order of Business

The President shall, at the first session and during the course of the succeeding sessions of the convention, announce the order of business for the following days.

1.33 Daily Minutes

Brief daily minutes shall be presented at synodical conventions.

1.34 Publicity

The Synod's Department of Public Relations shall be the channel for telling the story of the synodical convention to the public.

1.35 Absences

All duly elected delegates and advisory members shall attend all sessions regularly until the close of the convention. Delegates who arrive late or leave early or who do not attend at all shall present a written excuse.

1.37 Distribution of Official Proceedings

The official proceedings of each convention shall be sent by Concordia Publishing House to every pastor in the Synod for the information and use of

the pastor and his congregation. Each lay delegate and lay members of synodical boards and commissions shall be sent a copy. The cost shall be paid by the Synod.

1.39 Time and Place of Next Convention

a. Before adjournment the convention shall decide upon the time and place of the next convention. If the convention fails to do this, the President shall do so. In case of necessity he may change the appointed time and place of meeting.

b. Prior to submitting an invitation a host group shall determine the minimum requirements from the Convention Manager and shall then submit a proposal to the Council of Presidents for evaluation and recommendation to a convention.

C. SYNODICAL CONVENTIONS — REPRESENTATION

1.51 Voting Delegates

Voting delegates shall consist of one pastor and one layman from each electoral circuit. An electoral circuit shall consist either of one or of two adjacent visitation circuits, as shall be determined by each District, on the basis of the following requirements: each pair of delegates shall represent from 7 to 20 member congregations, involving an aggregate communicant membership ranging from 1,500 to 10,000. Exceptions to these requirements and limitations can be made only by the President of the Synod upon request of a District Board of Directors. Voting delegates shall serve a 2-year term, beginning with the convention; after the convention they shall function as resource persons in their circuit and assist in the dissemination and implementation of the synodical resolutions in their area.

1.53 Election of Delegates

Each electoral circuit shall meet at the call of the Counselor(s) to elect its delegates not later than 9 months prior to the opening day of the convention. The election shall be by written ballot. The privilege of voting shall be exercised by one pastor and one layman from each member congregation of the circuit. Each qualified pastor and layman shall have the privilege of listing two pastors.

The two pastors receiving the highest number of votes shall then be voted on, also by ballot, and the one of them receiving the highest number of votes shall be the pastoral delegate. The same procedure shall then be followed in determining who shall be the pastoral alternate and, in turn, which congregation shall supply the lay delegate and which congregation shall supply the lay alternate. In case of a tie in any of the primary elections, the man or congregation having the least number of votes shall be eliminated from consideration and a vote taken again on the remaining men or congregations who received votes in the first balloting. Those congregations supplying the pastoral delegate and alternate shall be eliminated from consideration in determining which congregations shall supply the lay delegate and alternate. The Counselor(s) shall report the results of the election to the Secretary of the District in writing immediately after said election. If neither the delegate nor the alternate (pastoral or lay) can serve, the vacancy shall be filled by the District President in consultation with the respective Circuit Counselor(s).

1.55 Delegates Not Bound by Instructions

Congregations shall not require their delegates to vote in accordance with specific instructions, but every delegate shall be permitted to vote according to his own conviction. Delegates are nevertheless responsible to their circuits, whom they represent, and shall attempt to discover the sentiment of the members thereof. After each convention they shall report to their circuits the action of the Synod.

1.57 Advisory Delegates

Each District shall send one advisory delegate for approximately every 20 advisory clergymen and one advisory delegate for approximately every 20 teachers on the roster of the Synod. These selections shall be made by the respective groups meeting at the call of the District Secretary during the District convention. Fractional groupings shall be disregarded except that each District shall be entitled to at least one advisory delegate in each category.

1.59 Certification

The names and addresses of all voting and advisory delegates and alternates shall be forwarded

by the District Secretary before the announced registration deadline to the Secretary of the Synod on registration forms provided by the latter. This procedure shall constitute certification. In addition, every lay delegate shall present credentials supplied by the synodical Secretary and signed by the pastor and two officers of the congregation.

1.61 Other Advisory Representatives

a. The Vice-Presidents of the Synod, District Presidents, chairmen of synodical divisions, and executive secretaries of boards and commissions of the Synod shall attend the general conventions ex officio.

b. Each of the Synod's educational institutions shall be represented at synodical conventions by at least one of its board members in addition to the District President, by its president, and by one faculty member for every ten or major fraction thereof.

c. Each board, commission, and standing committee of the Synod shall be represented at the general convention of the Synod by at least one of its members. One of these units may choose to send additional staff representatives as needed to present its work to the floor committee.

d. Each foreign mission area, as defined and established from time to time by the Board for Missions, may be represented at a synodical convention by advisory delegates from within the mission area who are on furlough at the time of the convention. They shall be elected at such times and in such manner as the board shall prescribe, at the rate of one delegate for each ten male missionaries (or major fraction thereof) within such mission area; provided, however, that each mission area shall be entitled to at least one delegate.

e. Other full-time employees of the Synod and its Districts and other elected officials of the Districts may attend delegate conventions as advisory delegates as they become eligible under the provisions of Section 1.57.

1.63 Rights of Advisory Members

a. Advisory members of the Synod shall be entitled to the floor and may express their opinion the same as voting members.

b. They shall be eligible to membership on committees and to offices of the Synod unless otherwise specified.

c. Advisory pastors who are temporarily serving voting congregations are not entitled to a vote.

1.65 Youth Representation

Each District may be represented by two youths to be selected as a District may specify. They may speak at the request of a floor committee and by express permission of the chair.

D. SYNODICAL CONVENTIONS — ARRANGEMENTS

1.71 Convention Manager

A synodical Convention Manager shall plan, make arrangements for, and direct the externals of synodical delegate conventions and other major synodical assemblies and may assist with planning and arranging for District conventions. The Convention Manager shall be appointed by the President on recommendation of the chairman of the Division of General Staff Services and shall be assigned to that division.

1.73 Local Convention Committee

On recommendation of the synodical Convention Manager the President shall appoint a local convention chairman and a local convention committee according to need.

1.75 Convention Expenses

a. The primary sources of income which are to offset the operating costs of the synodical convention are the District levy, registration fees, exhibit space rentals, and other miscellaneous receipts.

b. The amount of the District levy per communicant member and the registration fees will be based on the convention budget submitted by the Convention Manager to the synodical Board of Directors for approval, who shall notify the District Treasurers of the amount of their assessments by September 1 of the year preceding the synodical convention.

c. The District Treasurer shall remit the amount

of the District levy to the synodical Controller's office not later than the month of March before the convention.

d. The Controller of the Synod shall prescribe, install, and supervise convention accounting procedures, financial controls, and budgetary classifications for operating income and costs of the synodical convention.

1.77 Travel and Convention Expenses

a. All travel and convention expenses of synodical officials, delegates, and representatives shall be paid by the Synod, the Districts, the boards, or the commissions which are represented by the respective delegates or representatives. The expenses of District Presidents shall be paid by the Synod. The Convention Manager shall arrange for lodging and may also provide for joint meals while the convention is in session. Rates for lodging and joint meals shall be established and published.

b. The President of the Synod shall indicate which convention committees must meet before the convention opens and shall notify the Convention Manager, who shall provide pre-convention housing and meeting facilities for them. All direct expenses incurred by these pre-convention meetings shall be borne by the Synod.



II. SYNODICAL ADMINISTRATION

A. OFFICERS AND BOARDS

2.01 Officers

The elective officers of the Synod shall be a President, five Vice-Presidents, a Secretary, and a Treasurer.

2.03 Boards

The boards of the Synod shall be elected or appointed as follows:

a. By the delegate convention of the Synod:

- A Board of Directors
- A Board for Church Extension
- A Board for Missions
- A Board of Stewardship
- A Board of Appeals
- A Board of Directors of Concordia Publishing House
- A Board of Parish Education
- A Board of Youth Ministry
- A Board of Control for each educational institution

b. By the Board of Directors:

- A Board for KFUC
- A Board for Lutheran Television
- A Board for Public Relations
- A Board of Managers for Concordia Plans
- A Board of Pensions and Support
- A Board of Social Ministry and World Relief*
- A Board of Trustees for The Lutheran Church — Missouri Synod Foundation
- A Board of Trustees for Trust Funds

c. By the President, subject to the approval of the Council of Presidents:

- A Board for Higher Education

d. In part by election and in part by appointment as hereinafter provided in these Bylaws:

- A Board of Governors of Concordia Historical Institute

2.05 Commissions and Councils

Commissions and councils of the Synod shall be appointed or elected as follows:

* Consolidation. See Foreword.

a. By the President after consultation with the Vice-Presidents:

- A Commission for Services to the Mentally Retarded
- A Commission on Church Literature
- A Commission on Constitutional Matters
- A Commission on Fraternal Organizations
- A Commission on Ministerial Health
- A Commission on Social Concerns
- A Commission on Worship
- A Synodical Service Commission
- An Armed Forces Commission
- An Editorial Commission for Official Periodicals

b. By the Board of Directors:

- A Commission on Architecture
- A Commission on Lay Higher Education *
- A Council for Christian Medical Work
- An *Advance* Editorial Commission

c. In part by election and in part by appointment as hereinafter provided in these Bylaws:

- A Commission on Theology and Church Relations
- A Commission on Mission and Ministry in the Church

2.06 Term of Office

a. The term of office of all elected synodical officers and of the members of all synodical boards and commissions shall be 4 years unless these Bylaws shall hereinafter specifically provide otherwise.

b. The election or appointment of the members of all synodical boards and commissions shall be arranged in such manner that approximately half of the number shall be elected or appointed every 2 years unless these Bylaws shall hereinafter specifically provide otherwise.

2.07 Successive Terms

a. The offices of the President and of the First Vice-President of the Synod shall be without limitation as to reelection.

b. All other elected synodical officers and members of all synodical boards shall be ineligible for

* Including the duties of the erstwhile Valparaiso Advisory Commission. See Foreword.

reelection or reappointment to the same board after serving a total of three complete successive terms; and the members of commissions shall be ineligible for reappointment to the same commissions after serving a total of two complete successive terms; provided, however, that such officers, members of boards, or members of commissions may become eligible again for election or appointment to the same office, board, or commission after an interval of 2 or more years.

c. Any officer or member of a board or commission who is ineligible for reelection or reappointment may be elected or appointed to any other position.

d. The limitation on the tenure of any officer or member of a board or commission shall not apply in cases which hereinafter are specifically excepted from such limitation.

2.08 Vacancies

a. Unless otherwise specified in these Bylaws, each synodically elected board shall be empowered to fill any vacancy which may occur in its membership, subject to the approval of the President.

b. Vacancies in any appointed board or commission of the Synod shall be filled by the appointing authority unless otherwise specified in these Bylaws. The board or commission may submit suggestions to the appointing authority.

2.09 Executives Without Vote

Executives shall not be voting members of the board or commission under which they serve.

2.11 General Regulations for Boards and Commissions

a. Every board and commission shall organize at the first meeting after its election or appointment and shall conduct its business in accordance with accepted parliamentary rules.

b. The board or commission under which salaried executives serve shall draft the necessary regulations, consistent with the Constitution and the Bylaws, for the performance of the duties of such executives. These regulations and any changes therein shall be submitted to the Commission on Constitutional Matters for review to avoid conflict

with the Constitution and Bylaws and shall then be filed together with a list of duties with the Personnel Department and in the synodical archives.

c. Staff personnel of boards or commissions may be employed by such boards or commissions with the approval of the Board of Directors.

d. Every board and commission shall submit annually to the Board of Directors through the Council of Administrators its work program with accompanying cost estimates. The same requirement shall apply to officers and officials not directly accountable to a board or commission.

e. A synodical board or commission, with approval of the respective division chairman, may grant any member of the staff who has served the Synod 10 years a sabbatical leave for one-half year with pay or for an entire year with half pay, to pursue advanced studies in his special field of work or to pursue any other acceptable program of experience, experimentation, or research. Budgetary provision shall be arranged in advance, and interim help is to be provided to maintain continuity of the work of the affected synodical agency.

f. A synodical board or commission with approval of the respective division chairman may grant any member of the staff a leave of absence for a fixed period of time to pursue advanced studies in his special field of work or to render particular service to the Synod or to its agencies. Time so spent on a special leave shall ordinarily not be charged against a subsequent sabbatical leave. Budgetary provisions shall be arranged in advance by the boards and agencies involved.

2.12 Prohibition of Conflict of Interest

a. No officer, director, board or commission member of the Synod or its controlled organizations shall use his position or the knowledge acquired from his service in such a manner that a conflict between his personal or business interests and the interest and general welfare of The Lutheran Church — Missouri Synod arises.

b. Officers or members of synodical boards or commissions shall not enter into gainful business transactions, directly or indirectly, with any board or commission on which they serve.

2.13 Accountability of Officers, Boards, and Commissions

All officers, boards, and commissions shall be accountable to the Synod for all their actions, and any decision of such officers, boards, and commissions may be appealed to the delegate convention of the Synod.

2.15 Holding More than One Office

a. No one, either in the Synod or in a District, or between the Synod and a District, shall hold more than one elective office; or more than two offices, although one or both be appointive; or ever hold two offices of which one is directly responsible for the work done by the other.

b. An office shall be regarded as elective only if it is an office filled through election by a synodical or a District convention, even though a vacancy in such an office may be filled by appointment.

c. Doubtful cases shall be decided by the President of the Synod.

B. THE PRESIDENT OF THE SYNOD

2.27 Powers and Duties of the President

a. The President, in exercising supervision over the doctrine taught in the Synod and over the administration of the officers and employees of the Synod, shall at regular intervals officially visit or cause to be visited all the educational institutions of the Synod, and he shall receive reports from the District Presidents.

b. The President shall carry out his supervisory responsibilities with reference to the operating and service divisions of the Synod through the Executive Director, who in such matters is responsible to the President.

c. The President, since he must frequently be represented at District conventions by the Vice-Presidents, shall meet with the Vice-Presidents for counsel and concerted action concerning matters which must be presented to the various Districts. Under exceptional circumstances the President may appoint someone other than a Vice-President to represent him at District conventions.

d. The President shall provide for periodic con-

sultations on doctrine and practice with the District Presidents, individually or in small groups. The President may provide for similar consultations with other District officers.

e. The President shall make arrangements to acquaint new District Presidents with their duties and responsibilities as synodical officers.

f. The President shall represent the Synod in official contacts with other churches and synods.

g. The President shall represent the Synod in official contacts with all sister churches by aiding, counseling, and advising them and strengthening the relations with and between them.

h. The President shall normally consult with the Vice-Presidents whenever important and difficult synodical and intersynodical questions and problems arise.

i. The President, in consultation with the First Vice-President, shall establish the duties and responsibilities of the First Vice-President, who shall be responsible to the President at all times.

j. The President shall have the right to authorize the Vice-Presidents to perform the duties of his office and shall hold them responsible for their performance. Accountability, however, shall always remain with the President.

2.29 Advisory and Executive Functions

a. The President shall upon request, or in the exercise of his office, give counsel and advice to those who are under his supervision.

b. He shall exercise executive power when the affairs of the Synod demand it and when he has been expressly invested with such power for such specific purpose.

c. In the event that the affairs of the Synod require the exercise of executive power for a purpose for which there is no specific directive of the Synod, he shall be authorized to exercise such power after consultation with the Vice-Presidents, the Board of Directors, the Council of Presidents, or the Council of Administrators, whichever in his judgment is most appropriate. Any member of the Synod shall have the right to appeal to the convention of the Synod from his action.

d. The President, in the interval between conventions, shall appoint special boards or committees whenever the purpose for which the Synod has been organized requires or when conditions arising in the course of time demand such action.

e. The President shall make an official report to the Synod at each convention.

f. The President shall approve the manuscript of convention proceedings before they are published by the Secretary.

2.31 President a Full-Time Executive

a. The President shall be a full-time executive. He shall not be in charge of a congregation or hold a chair at any educational institution but may be called as an assistant pastor, provided such services do not interfere with his official duties as President.

b. The President, with the approval of the Board of Directors, shall be empowered to engage sufficient staff to carry out the duties of his office.

c. A President who, before he has reached the official (pension) retirement age, fails to be re-elected to this full-time office or elects to resign his position because of infirmity shall receive an annual stipend determined by the Board of Directors of the Synod for such length of time as seems advisable to provide adequately for his sustenance.

2.32 If President Is Unable to Serve

The duties and responsibilities of the office of President shall be assumed by the First Vice-President whenever the Board of Directors determines that the President is unable to serve in that capacity because of his prolonged illness or disability, and the First Vice-President shall remain as the acting President until the Board of Directors determines that such illness or disability has been removed.

C. THE VICE-PRESIDENTS OF THE SYNOD

2.33 Succession to Presidency

The Vice-Presidents shall, in the order in which they have been ranked, perform the duties of the President in the event that the President's office is vacated or the President becomes incapacitated.

2.35 Relation to President

The Vice-Presidents shall, upon request of the President, or as may be provided by the Synod, advise, assist, or represent the President.

2.36 The First Vice-President a Full-Time Executive

a. The First Vice-President shall be a full-time executive. He shall not be in charge of a congregation or hold a chair at any educational institution but may be called as an assistant pastor, provided such services do not interfere with his official duties as First Vice-President.

b. A First Vice-President who, before he has reached the official (pension) retirement age, fails to be reelected to this full-time office or elects to resign his position because of infirmity shall receive an annual stipend determined by the Board of Directors of the Synod for such length of time as seems advisable to provide adequately for his sustenance.

2.37 Ranking of Vice-Presidents and Assignment of Duties

Four additional Vice-Presidents shall be ranked from two to five and are to be selected in the manner prescribed in these Bylaws; these four Vice-Presidents shall serve the Synod in a part-time capacity. They shall perform such duties as are assigned to them by the delegate convention or the President of the Synod.

2.38 Vacancies

A vacancy in any Vice-Presidency shall be filled by advancing the lower-ranking Vice-Presidents. The remaining vacancy shall then be filled by the President from the reserve list of nominations, that is, from the nominees left after the previous election according to the number of votes received.

D. THE SECRETARY OF THE SYNOD

2.39 Duties

The Secretary shall—

a. perform all customary duties as corporation secretary and as such shall sign all duly authorized

documents of the Synod and have custody of the corporate seal;

b. serve as a member of the Board of Directors of the Synod;

c. serve as consultant to the local convention committee;

d. make available to the local convention committee proper credential forms for each lay delegate;

e. publish the names of the members of the Committee for Convention Nominations in the official synodical periodicals at least 12 months before each convention of the Synod;

f. provide the Committee on Elections with copies of a manual of suggested election procedures;

g. record the proceedings during the synodical conventions;

h. announce daily the time and the place of committee meetings at conventions;

i. officially notify every member of the Synod elected to office of his election;

j. edit the *Proceedings* of the convention and arrange for their distribution to all pastors, all lay delegates, and all lay members of synodical boards and commissions;

k. serve as a member and secretary of the Commission on Constitutional Matters;

l. perform such other work as the delegate convention or the President of the Synod may assign to him.

2.41 Vacancy

In the event of the death, resignation, or permanent incapacity of the Secretary, the Board of Directors shall appoint a successor for the unexpired term.

E. THE TREASURER OF THE SYNOD

2.45 A Layman

The Treasurer shall be a layman.

2.46 Vacancy

In the event of the death, resignation, or permanent incapacity of the Treasurer, the Board of Directors shall appoint a successor for the unexpired term.

2.47 General Duties

The Treasurer shall administer his office in accordance with the rules and regulations adopted by the Synod and as directed by the Synod's Board of Directors. He shall receive and disburse the Synod's moneys and keep accurate account of them under instructions of the Board of Directors.

2.49 Authority to Borrow Money

The Treasurer shall be authorized to borrow money in the name of the Synod, provided the Board of Directors has first determined the amounts and the conditions under which such moneys shall be borrowed.

2.51 As Depositary

The Treasurer shall act as the depositary for all funds in the hands of the Synod's boards, commissions, officers, and employees who by virtue of their office act as custodians or trustees of such funds.

2.53 As Trust Officer

a. The Treasurer shall be ex officio the Trust Officer of the Synod.

b. He shall keep on file a correct list of all devises and bequests which directly or indirectly have been given to the Synod. In such list there shall be recorded the name of the testator, the amount of money or the real estate (including description) devised or bequeathed, the stipulations of the will, if such have been made by the testator, and the name of the executor or executors. New legacies and bequests made to the Synod, to its institutions and for any of its activities, shall be reported to the Treasurer as soon as possible.

c. He shall at every convention of the Synod render a report and a financial statement regarding all legacies which he administers and also respecting such legacies concerning which executors have reported to him.

2.55 Publication of Reports

The Treasurer shall publish monthly reports of receipts from District Treasurers.

2.57 Safe-Deposit Boxes

The Treasurer shall rent such adequate safe-deposit boxes in the name of the Synod as may be approved by the Board of Directors. The Synod's bonds and other negotiable securities shall be stored in such boxes. Access to these boxes shall be regulated by the Board of Directors.

2.59 Fireproof Vaults

The Synod's books and records and its non-negotiable securities shall be deposited in fireproof vaults provided by the Synod.

2.60 Assistant Treasurer

The Assistant Treasurer shall be appointed by the Board of Directors subject to the approval of the President of the Synod. He shall perform such duties as are assigned to him by the Treasurer, to whom he shall be responsible.

2.61 Missouri Synod Foundation

The above sections 2.45 to 2.59 shall not apply to the office of the treasurer of The Lutheran Church — Missouri Synod Foundation, a subsidiary corporation of The Lutheran Church — Missouri Synod, nor to the funds, devises, bequests, legacies, endowments, foundations, annuity gifts, investments, and trust funds of The Lutheran Church — Missouri Synod Foundation.

F. THE BOARD OF DIRECTORS OF THE SYNOD

2.71 Membership

The Board of Directors shall be constituted as follows: The President, the Secretary, and the Treasurer of the Synod shall be members of the board by virtue of their office. Three pastors, one teacher, and seven laymen shall be elected according to procedures defined in these Bylaws. No more than one of the three pastors may be elected from any one District. No more than one of the seven laymen may be elected from any one District. No person salaried by the Synod or by a District or by a corporation organized by the Synod shall be elected as a member of the board. The Vice-Presidents of the Synod shall be advisory members of the board.

2.75 Officers of the Board

The Board of Directors shall elect its own chairman, vice-chairman, and such other officers of the board as may be necessary.

2.77 Authority

a. The Board of Directors shall have all the powers and duties which have been accorded to it by the laws of the State of Missouri, the Articles of Incorporation of the Synod, the Constitution and Bylaws of the Synod, and the resolutions of the delegate conventions of the Synod. The Board of Directors shall be vested with the general management and supervision of the Synod's business and legal affairs.

b. The Board of Directors shall provide for the coordination of the policies and directives of the Synod authorized by the Constitution, Bylaws, and resolutions, evaluate plans and policies, and communicate to the appropriate boards and commissions suggestions for improvement. The Board of Directors shall discharge duties specifically assigned to it by resolutions of the Synod.

c. The Board of Directors shall have the right to call up for review, criticism, or suggestion any policy of a board or commission of the Synod.

d. The Board of Directors shall be accountable to the delegate convention of the Synod for the discharge of its duties.

2.79 Meetings

The Board of Directors shall meet not fewer than four times a year. A majority of the board members shall constitute a quorum.

2.81 Duties in Planning

a. The Board of Directors shall require the Council of Administrators through the Executive Director to submit long-range and short-range plans of synodical work which shall include the plans of all divisions and departments of the Synod together with their operating and capital budgets.

b. The Board of Directors shall review all submitted plans with regard to scope, function, structure, balance, coordination, and feasibility and shall determine whether they are in harmony with resolutions, policies, and directives of the Synod.

c. The Board of Directors shall receive periodic reports on the progress of divisions, departments, and officers through the Executive Director as well as any special report it may require on the functioning of any division or department.

d. The Board of Directors shall review plans and policies which the boards and commissions of the Synod intend to submit to a delegate convention of the Synod and shall notify the respective boards and commissions whether it approves or disapproves such proposed plans and policies. In the event the Board of Directors and the board or commission of the Synod cannot resolve their differences, the board or commission may nevertheless submit its plan or policy to the delegate convention of the Synod, provided that the Board of Directors shall also be privileged to report to the convention its views with respect to such plan or policy.

2.83 Duties with Respect to Synodical Personnel

a. The Board of Directors shall make the following appointments:

- An Executive Director
- A Controller
- An Assistant Treasurer

b. The Board of Directors shall appoint the following on recommendation of the Executive Director and with the approval of the President of the Synod:

- A Director of Personnel
- A Research Director
- A Statistician
- A Transportation Secretary

c. The Board of Directors, after consultation with the Executive Director of the Synod and the respective synodical board or commission, shall establish policies and conditions of employment of all employees of the Synod and its various boards and commissions.

d. The Board of Directors shall establish the remuneration of elected synodical officers and of staff personnel who report directly to it.

e. The Board of Directors shall appoint the executive secretaries and staff members in cases where there is no board or commission.

2.85 Financial Duties

a. *Budgeting Procedure*

1. The Board of Directors shall receive, review, and evaluate the work program of the boards and commissions of the Synod.

2. The Board of Directors, on the basis of this review, shall prepare for each biennium a program of current work and capital projects for presentation to the delegate convention for its consideration and review. Upon action by the convention, the annual budgeting procedure specified elsewhere in these Bylaws shall then be followed.

3. The Board of Directors shall, within a budget period, direct the Council of Administrators, through the Executive Director, to modify previously approved plans where a necessary balancing of income and expenditure requires such budget modification. Such a directive should specify the amount of adjustment, but the manner in which such adjustments will be made shall be determined by the agencies affected.

4. Prior approval of the Board of Directors shall be required for all commitments which exceed a synodical agency's approved budgetary allocation. Interbudgetary transfers of current operating funds from one classification to another within the agency's approved budget shall receive prior approval of the Controller. All funds held or received by a synodical agency shall be accounted for and shall be subject to budgetary control.

b. *Capital-Fund Borrowing Authority*

1. The Board of Directors shall be empowered to authorize the synodical Treasurer to borrow capital funds after the board has determined the amounts and the conditions under which these capital funds shall be borrowed, for capital-fund outlay, for site acquisition, and for construction projects which are authorized by synodical conventions.

2. The Board of Directors and the responsible officers of the Synod are empowered to do all things necessary to effect such capital-fund borrowings if and when required, including the pledging of real and other property belonging to the Synod in order to secure loans to obtain the necessary funds.

3. The borrowed capital funds shall not be used

for any operating expenditures and shall be subject to provision for amortization.

c. *Special Offerings*

1. The Board of Directors, in the event of need or unusual circumstances, shall make recommendations to the Fiscal Review Commission regarding a special offering for synodical purposes.

2. The Board of Directors alone may authorize the solicitation of funds by any person, board, commission, agency, or corporation in the Synod at large and shall have the authority to regulate the collection of funds from congregations and the Synod at large beyond the confines of any one District in accordance with policies adopted by the delegate convention of the Synod. There shall be no such solicitation of funds by any person, board, commission, agency, or corporation without the approval of the Board of Directors, provided that nothing herein contained shall be construed to interfere with District or local financial undertakings where the collection of funds is confined to the District or a local area.

2.87 Powers and Duties with Respect to the Property of the Synod

The Board of Directors, except as otherwise provided in these Bylaws, shall have such authority and responsibility with respect to the property of the Synod as is generally vested in and imposed upon the board of directors of a corporation. The Board of Directors (1) shall, however, delegate to District boards of directors the authority to buy, sell, and encumber real and personal property in the ordinary course of performing the functions which the District carries on for the Synod, consistent, however, with general policies (which shall be applicable to all Districts) established from time to time by the Synod in convention, and (2) may delegate to any agency engaged in furthering the objectives of the Synod powers and duties with respect to property for which such agency has direct supervisory responsibility. (Such delegation of powers and duties shall be in writing and shall be subject to change at any time by the Board of Directors.) For the purposes of this section 2.87,

a. "Synod" includes every agency engaged in furthering the objectives of the Synod;

b. "agency engaged in furthering the objectives of the Synod" is any instrumentality other than a congregation, whether or not separately incorporated, which the Synod or one of its agencies has caused to be formed to further the Synod's objectives, and includes without limitation each board, commission, seminary, college, and District, and Concordia Publishing House, Concordia Historical Institute, and The Lutheran Church—Missouri Synod Foundation; and

c. "property of the Synod" includes all property, real or personal, tangible or intangible, and wherever situated (whether in the United States or elsewhere), and regardless of whether title to such property is held in the name of the Synod or its nominee or one of its agencies, provided, however, that property held by an agency in a fiduciary capacity (including, for purposes of example, the pension funds held by the Board of Trustees, the retirement and welfare funds administered by the Board of Managers, and certain funds held by The Lutheran Church—Missouri Synod Foundation) shall not be considered or treated as the property of the Synod.

2.89 Coordination and Supervision

a. The Board of Directors shall require the Executive Director to expedite the execution of authorized plans. The Board of Directors, through the Executive Director, shall make sure that no division or department undertakes any activity which is not provided for in synodically adopted policies or budgets.

b. The Board of Directors shall communicate with boards, commissions, and staff executives through the Executive Director.

c. The Board of Directors shall make final determination in the event that conflicts develop in the plans and policies of two or more boards or commissions of the Synod.

d. The Board of Directors shall require monthly and annual financial reports and statements from the Controller and from the Treasurer. It shall arrange for the publication and distribution of financial reports according to synodical regulations.

e. The Board of Directors shall see to it that independent audits are made of all financial activi-

ties of boards and commissions of the Synod, its controlled organizations, and its Districts.

f. The Board of Directors shall report on the work and on the needs of the Synod in the official publication of the Synod as often as it may deem necessary but at least annually.

g. The members of the Board of Directors shall attend each convention of the Synod. The board shall submit to the convention a comprehensive report with appropriate recommendations regarding the Synod's work.

2.90 Other Duties

a. The Board of Directors shall provide adequate blanket fidelity bonds. The persons to be covered and the amount of the bonds shall be determined by the Board of Directors. The premiums shall be paid by the Synod.

b. The Board of Directors shall be authorized to draw on the treasury of the Synod for its expenses.

c. The Board of Directors shall be authorized to engage legal counsel and other professional or technical personnel for its guidance and for advice to the officers, boards, or commissions.

d. The Board of Directors may appoint committees of the board and define their duties.

G. STAFF OFFICIALS

2.91 Executive Director

a. The Executive Director shall be appointed by the Board of Directors subject to the approval of the President of the Synod. He shall be the full-time executive officer under the Board of Directors. The Synodical Service Commission shall assist in the selection of candidates for the office.

b. The Executive Director shall —

1. serve as administrative assistant to the President in the latter's supervisory responsibilities with reference to the operating and service divisions of the Synod. He shall be in frequent and regular consultation with the President;

2. serve as executive officer of the Board of Directors;

3. serve as chairman of the Council of Administrators;

4. exercise leadership in planning, budgeting, and personnel matters among the chairmen of all divisions for which he has administrative responsibility;

5. encourage and promote effectiveness and economy through competent planning, good organization, and willing self-control;

6. promote the utilization of research facilities, research data, and research conclusions in the formation and integration of plans;

7. present and defend integrated plans and budgets as prepared by the Council of Administrators to the Board of Directors and communicate to the board the requests and inquiries of the agencies of the Synod;

8. act as the agent of the Board of Directors in conveying to the agencies of the Synod the decisions of the board and act as its agent in supervising the observance of these decisions;

9. keep the board adequately informed on progress toward the development and execution of synodically adopted plans and on the observance of policies;

10. be empowered by the Board of Directors to engage sufficient staff to carry out the duties of his office;

11. perform such other duties as may be assigned to him by the Board of Directors or by resolution of the Synod.

2.93 Controller

a. The Controller shall be appointed by the Board of Directors subject to the approval of the President of the Synod. He shall be responsible to this board and the President. The personnel of his department shall consist of such assistants as may be approved by the Board of Directors.

b. The Controller shall —

1. head the Department of Controllershship and supervise the personnel in this department in their duties;

2. establish and prescribe uniform accounting methods, budgetary classifications, internal controls, and auditing procedures in and for all agencies of the Synod and all its institutions, and in all of the synodical Districts, for all operations including

Church Extension and other specific funds, and shall receive from all agencies of the Synod and all its institutions, and from all Districts, monthly and annually their financial statements, consolidated balance sheets, and operating statements, and copies of the annual independent audits;

3. maintain all accounting records, including the general ledgers of the Synod, which may feasibly and conveniently be maintained in a centralized accounting department of the Synod;

4. conduct continual audits of synodical accounts; approve or prescribe and employ or supervise the employment of effective methods of controlling expenditures;

5. analyze and interpret accounting data, to discover opportunities for economy, to anticipate fiscal problems, and to develop cost standards;

6. administer the classification and authorized disbursement of special funds of the Synod;

7. prepare, publish, or disseminate, in consultation with the synodical Treasurer, financial statements and reports;

8. assemble and assist in the integration of the synodical budget, assist in conforming expense budgets with concomitantly and realistically estimated budgets of income;

9. prescribe and supervise appropriate procedures for the control of commitments and the pre-audit of expenditures of the Synod;

10. prepare vouchers and checks for all disbursements (except in instances of necessarily decentralized fiscal operations), approve these for payment, and convey them to the Treasurer for signature and release;

11. serve as a voting member of the Council of Administrators and as an advisory member of any other board, commission, or committee in which his membership or attendance is required;

12. serve as custodian of salary and payroll records; be responsible for the preparation and maintenance of salary schedules and payroll checks; and assist in initiating periodic salary reviews;

13. cooperate with the Division of General Staff Services, especially the personnel department and central office service department, for the purpose of achieving economy and efficiency;

14. examine, analyze, and report regularly to the Board of Directors on all fiscal business of the Synod;

15. account directly to the Board of Directors for the performance of his duties and for his direction of the Department of Controllershship and on such related duties as the Board of Directors may assign to him.

2.99 Department of Research and Statistics

a. *Personnel and Duties*

1. A Department of Research and Statistics shall be attached to the Division of General Staff Services. Its personnel shall consist of a Research Director, a Statistician, and such other assistants as may be required. The Research Director shall head the department.

2. Nominations for the offices of Research Director and Statistician shall be made by the Synodical Service Commission.

3. The department shall perform staff services to the Board of Directors and shall work in close cooperation with the synodical agencies, especially with the Council of Administrators.

4. The department shall keep the constituency of the Synod informed on its activities and regularly report to the synodical convention.

b. The Research Director shall —

1. study continually the growth characteristics of the Synod, prepare long-range and short-range forecasts of synodical growth in terms of significant growth factors, and revise these forecasts from time to time;

2. prepare long-range and short-range estimates of synodical income and fiscal needs in consultation with the Controller;

3. study continually the utilization in the Synod of pastoral, teaching, administrative, and other personnel and prepare periodic estimates of the future needs for such personnel;

4. study continually the social, economic, and political environment of the Synod and estimate the impact of change in this environment on the Synod;

5. coordinate and eventually centralize much of the scattered research work now being done in synodical agencies;

6. provide technical advice and guidance for the agencies of the Synod in the performance of their research work.

c. The Statistician shall —

1. gather the parochial, District, and synodical statistics annually;

2. in consultation with the Controller, annually gather the financial reports of the Districts and the Synod, especially in the areas of Church Extension, Pensions and Support, Concordia Publishing House, and auxiliary organizations as well as the contributions and expenditures of the Synod;

3. publish such statistics in tabulated form with the necessary analysis and annotations in the *Statistical Yearbook*;

4. prepare the blank forms to be used in collecting and gathering the necessary statistical information. All pastors, officers, District boards, etc., within the Synod shall furnish him the data requested.

2.101 Personnel Department

a. *Personnel and Duties*

1. The Personnel Department shall be attached to the Division of General Staff Services.

2. The department shall be advisory to the boards, commissions, and officers of the Synod.

3. Nominations for the office of Director of Personnel shall be made by the Synodical Service Commission.

b. The Director of Personnel shall —

1. cooperate with all boards, commissions, and departments in the preparation of job specifications for all positions in the administrative organization and in keeping these specifications up to date;

2. assemble job specifications for any new position, executive or other, and approve them;

3. maintain accurate and up-to-date files of job specifications, applicants for positions, all personnel in the administrative organization, with adequate historical information on service, salary, and other significant factors;

4. prepare job evaluations with classifications

for all positions in the organization and advise on salary schedules and adjustments;

5. conduct and prepare material for suitable administrative training programs for all executive personnel in the administrative organization;

6. maintain an adequate information file on persons who are prepared for ministerial, teaching, literary, and other duties in the church and make the resources of this file available to congregations, Districts, and the administrative divisions for purposes of selection, call, or appointment.

2.103 Synodical Service Commission

a. *Membership.* The Synodical Service Commission shall consist of five persons appointed by the President of the Synod.

b. *Functions.* The commission shall function in the selection of all executive secretaries of the synodical boards and commissions. Its services may be called on in the selection of District executive secretaries and all appointive staff personnel above clerical rank in the Synod and in the Districts.

c. *Duties.* The commission shall —

1. require of the board or commission which is to be served by a prospective appointee a reasonably detailed statement of the duties and personal requirements of the position which is to be filled;

2. solicit, from all appropriate sources, suggestions or nominations of persons for the position which is to be filled and receive nominations from any other sources. In the case of executive secretaries or their equivalent, the list of nominees shall be published in the official periodicals of the Synod at least four weeks prior to the date on which the appointment of the executive secretary is to take place;

3. gather, analyze, and prepare information on nominees;

4. certify, after having examined the qualifications of all nominees in the light of the specifications of the position, at least three nominees as candidates to the appointing authority. The appointing authority may then select one of the nominees or call for a new slate of nominees. Each nominee must have the approval of the President of the Synod;

5. request the Executive Director to provide the Synodical Service Commission with necessary technical assistance primarily through the office of the synodical Director of Personnel.

d. *Designations.* Administrative positions and their corresponding appointing authorities shall be designated as follows:

1. the Executive Director, by the Board of Directors;

2. executive secretaries and staff members of boards and commissions by the respective board or commission, or by the Board of Directors in cases where there is no board or commission;

3. other appointive synodical officials and staff personnel by the Board of Directors or, at its discretion, an official, board, or commission designated by it;

4. division chairmen by the Board of Directors on recommendation of the Executive Director, who shall consult with the synodical official, board, or commission concerned.

2.105 Retirement Policies

a. The following retirement policies shall apply to salaried nonelective personnel of the Synod except as otherwise provided for in these Bylaws:

1. Each such person may retire at age 65, but except as provided below, he shall be retired on the first day of the month following the month in which his 70th birthday occurs.

2. As to such persons at present employed by the Synod the mandatory retirement dates shall be as follows:

a) Jan. 1, 1966, for a man who reaches the age of 75 on or before Dec. 31, 1965;

b) the first day of the month following the month in which his birthday occurs, for a man who reaches the age of 75 in 1966;

c) Jan. 1, 1967, for a man who reaches the age of 74 in 1966;

d) the first day of the month following the month in which his birthday occurs, for a man who reaches the age of 74 in 1967;

e) Jan. 1, 1968, for a man who reaches the age of 73 in 1967;

- f) the first day of the month following the month in which his birthday occurs, for a man who reaches the age of 73 in 1968;
- g) Jan. 1, 1969, for a man who reaches the age of 72 in 1968;
- h) the first day of the month following the month in which his birthday occurs, for a man who reaches the age of 72 in 1969;
- i) Jan. 1, 1970, for a man who reaches the age of 71 in 1969;
- j) the first day of the month following the month in which his birthday occurs, for a man who reaches the age of 71 in 1970;
- k) Jan. 1, 1971, for a man who reaches the age of 70 in 1970;
- l) in 1971 or in any year thereafter, the first day of the month following the month in which a man reaches the age of 70.

3. To the extent, if any, to which the foregoing is inconsistent with the provisions of any pension or retirement plan covering such persons, the provisions of such plan shall control.

4. The implementation of this policy begins on February 1, 1966, and its administration shall be the responsibility of the Personnel Director.

b. Districts are urged to pattern their retirement policies after those of the Synod outlined above.

H. OTHER COMMISSIONS AND OFFICIALS

2.107 Commission on Constitutional Matters

a. The Commission on Constitutional Matters shall be appointed by the President in consultation with the Vice-Presidents. The commission shall consist of five members: two pastors, two laymen, and the Secretary of the Synod. The President shall appoint one of the Vice-Presidents as an advisory member.

b. All reports, overtures, and resolutions to the Synod asking for changes of or amendments to the Constitution of the Synod or which in any manner affect the Constitution or Bylaws shall be submitted to the Commission on Constitutional Matters in order that it may examine their content and language as to their agreement with the Constitution and Bylaws of the Synod.

c. The commission shall be represented at the meetings of the floor committee appointed to consider constitutional matters at the convention of the Synod.

d. The commission shall immediately after each convention of the Synod revise the synodical HANDBOOK to bring it into harmony with the resolutions or changes adopted by the convention.

e. The commission shall interpret the Synod's Constitution, Bylaws, and resolutions upon the request of a member (congregation, clergyman, or teacher), official, board, commission, or agency of the Synod. An opinion rendered by the commission shall be binding on the question decided unless and until it is overruled by a synodical convention.

f. The commission shall maintain a parallel edition of the HANDBOOK reflecting the current regulations and those immediately preceding.

g. The commission shall maintain a file of the articles of incorporation (or articles of association) and bylaws and regulations of all Districts of the Synod. It shall examine the articles of incorporation (or articles of association) and the bylaws or regulations of every District, and all proposed amendments of such documents, to ascertain whether they are in harmony with the Constitution, Bylaws, and resolutions of the Synod. A District shall make such amendments to, or changes in, these documents as may be necessary to conform.

2.109 Commission on Theology and Church Relations

a. *Membership.* Membership of the Commission on Theology and Church Relations shall consist of twenty-three voting and three advisory members, to be selected as follows:

1. The synodical convention shall elect six voting members in the same manner as other elected boards, commissions, and committees: three parish pastors, one teacher, and two laymen.

2. The Council of Presidents shall elect by ballot five voting members: two pastors, two laymen, and one teacher.

3. The St. Louis and Springfield theological faculties shall each appoint or elect three members of its faculty as voting members.

4. The President of the Synod, in consultation

with the Vice-Presidents, shall appoint six voting members: two pastors, two laymen, one professor from the theological seminaries, and one professor from an educational institution of the Synod other than the theological seminaries.

5. The President and the First Vice-President of the Synod and the managing editor of the *Concordia Theological Monthly* shall be advisory members.

b. *Vacancies.* Vacancies in the elective memberships shall be filled by the commission with the approval of the President of the Synod. Vacancies in the appointive memberships shall be filled by the respective appointing or electing agency.

c. *Subcommittees.* The commission shall divide itself into such subcommittees as may be required to carry out its functions and duties as prescribed herein.

d. *Functions and Duties.* The commission shall —

1. serve the members of the Synod as a clearinghouse for all matters relating to doctrinal unity in the Lutheran Church. It shall work closely with the President of the Synod;

2. give guidance and advice in conducting institutes and seminars on theological matters of interest and concern in the Synod and provide opportunities for theological study by pastors and teachers in service;

3. consider and seek to adjust matters concerning which differences of opinion have arisen in the Synod and which have been referred to it by the President and Vice-Presidents. The functions of this commission shall be strictly advisory in this capacity, along the line of brotherly effort in the interest of divine truth;

4. assist the President of the Synod in representing the Synod in official contacts with other churches and synods in the interest of divine truth;

5. assist the President in his official contacts with all sister churches of the Synod by aiding, counseling, and advising them and strengthening the relations with and between them. It may plan conferences and meetings and the exchange of personnel to implement the above;

6. direct its activities toward preserving and strengthening the doctrinal unity which the Synod

enjoys with others and promoting the cause of true doctrinal unity wherever possible;

7. initiate fellowship discussions with other church bodies under the direction of the President;

8. advise and prepare special studies in theological matters, both of an internal and of an external nature, on request of the President of the Synod, the synodical officers, executives, boards, commissions, and committees;

9. study Bible translations and revisions thoroughly and report its findings to the synodical constituency;

10. keep the constituency of the Synod informed concerning its activities and report to the synodical convention;

11. make recommendations to the President of the Synod for the appointment of representatives of The Lutheran Church — Missouri Synod to the Lutheran Council in the United States of America.

e. *Internal Policy.* While admitting the right of free expression and of public appeal as an inherent right of its members, the Synod urges and requests its members to refrain from circularizing the Synod or areas thereof until this commission shall have been consulted and a reasonable time shall have been accorded to adjust the matter concerned.

f. *Executive Secretary.* The commission may appoint an Executive Secretary, subject to the approval of the President of the Synod, to renewable 4-year terms. His duties shall be established by the commission.

2.111 Commission on Mission and Ministry in the Church

a. *Membership.* Membership of the Commission on Mission and Ministry in the Church shall be constituted as follows:

1. ten voting members elected by the synodical convention in the same manner as other elected boards, commissions, and committees: four pastors, two teachers, and four laymen who are recognized in their respective fields of endeavor, representing some of the areas concerned with the cultural factors affecting the church;

2. nine voting members appointed by the President of the Synod in consultation with the Vice-

Presidents: four laymen with qualifications similar to those described above, and one representative from each of the theological seminaries and from the colleges which confer the baccalaureate degree in teacher education;

3. four advisory members: the President of the Synod or his representative; and three members from among the executive leadership of the Synod, appointed by the President of the Synod in consultation with the Vice-Presidents.

b. *Vacancy.* Vacancies in the elective membership shall be filled by the commission with the approval of the President of the Synod. Vacancies in the appointive membership shall be filled by the President of the Synod in consultation with the Vice-Presidents.

c. *Subcommittees.* The commission shall have the authority to divide itself into subcommittees and to augment the membership of subcommittees, if necessary, with the approval of the Board of Directors of the Synod. Such additional members shall have the right to vote in their respective subcommittees.

d. *Responsibilities.* The commission shall —

1. evaluate the past procedures of The Lutheran Church — Missouri Synod, its resources, and the means and adequacy of training Christian workers for the various and special ministries as dictated by the needs of mankind;

2. consider and probe for new or adopted strategies, resources, and procedures for enhancing the effectiveness of the church's mission;

3. make recommendations to the Board of Directors of the Synod, which shall be responsible for the implementation of such counsel and suggestions;

4. review continually matters coming under the purview of the commission.

2.112 Commission on Ministerial Health

a. *Membership.* The President of the Synod shall appoint a Commission on Ministerial Health consisting of two pastors, one teacher, and two lay persons, at least one of whom shall be a physician or psychiatrist. Each District President shall also appoint a District Commission on Ministerial Health consisting, if possible, of the same type of membership.

b. Functions

1. The synodical commission shall develop standards and procedural guidelines.

2. The District commission shall be charged with the responsibility of receiving, investigating, and considering petitions from or complaints concerning the alleged disability of a professional church worker. These requests may be initiated in writing by the worker, by an adult member of his family, by the board of elders or the church council of his congregation, or by the synodical or District board which is his ecclesiastical employer.

3. The District commission shall be authorized to use the professional consultative services needed to establish the facts in the situation. Subject to prevailing legal limitations regarding the necessary consent of a party to comprehensive or special medical examinations, the commission may secure a prognosis and recommend a program of remedial or supportive care. The commission may propose vocational redirection or guidance into a more suitable work situation.

4. The District commission shall have the authority to recommend to the District President specific courses of action.

5. The Board of Managers of the Concordia Plans, the Board of Pensions and Support, and the Board of World Relief, respectively, may be asked to offer assistance and support in the care of the worker and the dependents in an individual case.

6. Reports on individual cases shall be made annually to the synodical Personnel Director, who shall also refer cases of appeal from the decision of a District commission to the synodical Commission on Ministerial Health.

c. *Staff.* The Personnel Director of the Synod shall perform whatever staff work is necessary for the synodical commission.

2.113 Commission on Architecture

The Commission on Architecture shall consist of eleven persons, of whom at least seven shall be architects, at least two clergymen, and at least one a teacher. The commission shall, when requested, advise congregations which intend to erect or remodel church buildings, especially when they request financial assistance from the Synod for their

building operations. The commission shall also give advice with respect to the building of schools and parish halls and the installation of organs, bells, and other church equipment.

2.115 Valparaiso Advisory Commission *

The Advisory Commission for Valparaiso University shall consist of two pastors and one layman. One member of the commission shall be a member of the Board of Directors of the Synod. The commission shall serve Valparaiso University in a consultative capacity.

2.117 Transportation Secretary

The Transportation Secretary shall be appointed for a term of 4 years. He shall be responsible to the Board of Directors. He shall represent the interests of the Synod at the various transportation offices throughout the country, and he shall always be guided by the interests of the Synod as a whole. He shall appoint as many assistants as he needs, shall give them the necessary instructions, and shall publish their names.

I. ELECTION OF OFFICERS AND BOARDS

2.121 Committee on Elections

a. Prior to the convention of the Synod the President shall appoint a Committee on Elections and designate a chairman. The Secretary of the Synod shall provide the chairman with a current manual of suggested election procedures.

b. The committee shall make the necessary arrangements for the elections, shall be responsible for the preparation and distribution of ballots, and shall supervise the elections and the tabulation of the votes. It shall be empowered to adopt procedures and methods which will insure efficiency and accuracy, including the use of mechanical, electronic, or other methods of casting, recording, or tabulating votes.

c. The committee shall report the official results of each election to the convention and shall file a written report of the tabulation of votes of each election, certified by the chairman and at least one other member of the committee, with the convention chairman and the Secretary of the Synod.

* Absorbed into the Commission on Lay Higher Education. See Foreword.

d. All ballots in each election shall be preserved by the chairman of the committee until the close of the convention and shall then be destroyed.

2.123 Order of Election of Officers and Board of Directors

a. The President, the First Vice-President, and the other Vice-Presidents shall be elected in that order and in the manner hereinafter provided.

b. After the election of the President and the Vice-Presidents, a ballot shall be submitted listing the candidates for Secretary, Treasurer, and the elective members of the Board of Directors. Their elections shall thereafter be conducted as herein-after prescribed.

2.125 Majority Vote

a. A majority of all votes cast shall be required for election to all elective offices and elective board positions.

b. Except in the election of the President and the Vice-Presidents, the following regulations shall apply: Candidates receiving a majority on the first ballot shall be declared elected. When a second or succeeding ballot is required for a majority, the candidate receiving the fewest votes and all candidates receiving less than 15% of the votes cast shall be dropped from the ballot, unless fewer than two candidates receive 15% or more of the votes cast, in which case the three highest candidates shall constitute the ballot. In every election balloting shall continue until every position has been filled by majority vote.

2.127 Nominations for President

Nominations for the office of President shall be made by direct nominating ballot, which shall be taken no later than the second business session. Each voting delegate shall be entitled to make one nomination.

2.129 Candidates for the Office of President

a. Candidates for the office of President shall be the five persons who receive the greatest number of nominations in the nominating balloting.

b. If any one person shall be nominated by seventy-five percent or more of the nominating ballots, he shall be declared elected.

2.131 Election of President

Each voting delegate shall be entitled to cast a vote for one candidate. If no candidate receives a majority of the votes cast, the one receiving the smallest number of votes shall be eliminated and a further vote taken. Such procedure shall be continued until one candidate receives a majority of the votes cast.

2.133 Nomination and Election of First Vice-President

The First Vice-President shall be nominated and elected in the same manner as the President.

2.134 Nominations for Other Vice-Presidents

Nominations for other Vice-Presidents shall be by direct nominating ballot. Each voting delegate shall be entitled to place in nomination as many persons as there are other Vice-Presidents to be elected.

2.135 Candidates for All Other Vice-Presidential Offices

a. The persons receiving the greatest number of nominations shall be the candidates in the election for the other Vice-Presidents, the number of candidates to be three times the number of offices to be filled.

b. If any person or persons receive as many nominations as equal or exceed seventy-five percent of the delegates making nominations, he or they shall be declared elected. Whenever more than one Vice-President is elected in this manner, the order of their election shall be determined by the number of nominations each received, priority being given in each case to the candidates receiving the greatest number of nominations. No more candidates shall be elected in this manner than there are offices to be filled.

2.136 Election of All Other Vice-Presidents

In the election for the Vice-Presidents each voting delegate shall be entitled to vote for as many candidates as there are offices to be filled. A candidate whose total vote equals or exceeds a majority of the number of delegates voting shall be declared elected. If more candidates receive a majority than

there are offices to be filled, those receiving the greatest number of votes shall be declared elected. If not all offices are filled in such voting, the candidate or candidates receiving the least number of votes shall be eliminated so that two candidates remain for each office to be filled. Another vote shall then be taken. This procedure shall be followed until all the offices have been filled.

2.137 Ranking of Other Vice-Presidents

The rank of the Vice-Presidents shall be determined by the order of their election, or if more than one is elected in the same voting, by the number of votes received by each.

2.138 Other Elections

The President shall determine and announce a period of time during the convention for the election of the members of all elective boards and commissions.

2.139 Election of Committee for Convention Nominations

a. At each convention of the Synod fifteen persons—seven pastors, three teachers, and five laymen—shall be elected to serve as members of the Committee for Convention Nominations for the next convention; they are to be chosen from a list of candidates representative of the various geographical areas of the Synod, submitted by the current Committee for Convention Nominations and augmented by additional candidates, if any, nominated from the floor of the convention.

b. The Committee for Convention Nominations is an *ad hoc* convention committee, to which limitations on holding multiple offices do not apply but whose members may not succeed themselves.

c. Should a vacancy occur on the Committee for Convention Nominations, it shall be filled by appointment from the list of nonelected nominees in the order of the highest number of votes received.

2.141 Publication of Names of Committee for Convention Nominations and Solicitation of Suggestions for Candidates

a. The names of the members of the Committee for Convention Nominations shall be published in

the official synodical publications by the Secretary of the Synod at least 12 months prior to each convention.

b. Members and congregations of the Synod shall be invited to suggest to the committee names of suitable candidates for the various elective offices, boards, and commissions of the Synod. Qualifications of each candidate suggested are to be submitted together with the names.

c. The Committee for Convention Nominations shall solicit from the District Presidents, District Boards of Directors, Circuit Counselors, and other likely sources names of men who are regarded as suitable candidates for election to the various offices, boards, and commissions of the Synod. Qualifications of each candidate suggested are to be submitted together with the names.

d. All suggested names and information for consideration by the Committee for Convention Nominations shall be submitted to the committee no later than 6 months prior to the synodical convention.

2.143 Duties of Committee for Convention Nominations

a. The first meeting of the Committee for Convention Nominations shall be at the call of the President of the Synod, at which meeting the committee shall name its chairman and secretary.

b. The committee shall inform itself as to the duties and requirements of each position to be filled and be thereby guided in its selection of nominees.

c. The committee shall nominate candidates for all elective offices, boards, and commissions except the President and Vice-Presidents.

d. Two candidates shall be nominated for each position.

e. At least 5 months prior to the convention the committee shall determine its complete list of candidates and alternates, obtain the consent of the persons it proposes to nominate, and transmit its final report to the Secretary of the Synod in ample time to provide for its publication in a pre-convention issue of the official publications of the Synod and also in the official convention book of reports and overtures (*Convention Workbook*). This report shall contain pertinent information concerning each candidate, such as age, occupation or profession,

District affiliation, residence, and specific experience and qualifications for the office in question.

2.145 Report of Committee for Convention Nominations

a. The chairman of the Committee for Convention Nominations shall submit the committee's report in person to the convention at one of its earliest sessions, and immediately thereupon nominations may be made from the floor of the convention. Any delegate making a nomination from the floor shall have secured prior written consent of the candidate whom he wishes to nominate. He shall immediately submit to the chairman of the Committee for Convention Nominations this document and written pertinent information concerning his nominee as detailed in 2.143 e. No further nominations shall thereafter be accepted, except in the event that the Synod in convention creates a new elective office, board, or commission for which no candidates have previously been nominated.

b. The chairman of the Committee for Convention Nominations shall have on hand at the convention a reserve list of nominees, approved by his committee, for use if required, e. g., if a new board or commission is to be elected. Whenever possible, however, the Committee for Convention Nominations should be informed in advance if any new board or commission is likely to be elected at a synodical convention, so that it may have a slate of candidates in readiness.

2.147 Order of Names on Ballot

The names and District affiliations of the candidates in all elections — at least two for each position — shall be placed on the election ballot in alphabetical order and without any distinctive mark, except where regional representation is a synodical preference or requirement.

J. DIVISIONS OF THE SYNOD'S WORK

2.171 Divisional Grouping

The principle of divisional grouping shall be applied to every synodical board and commission. Each board and commission shall be assigned to a division by the Board of Directors on recommendation of the Council of Administrators.

2.173 Division Chairmen

a. Each synodical division shall have a chairman who shall be an advisory member (without vote) of each board or commission in his division. The President shall appoint the chairman of the Division of Church Government and the chairman of the Division of Theology and Church Relations. The Treasurer of the Synod shall ex officio be the chairman of the Division of Finance. All other division chairmen shall be appointed by the Board of Directors on the recommendation of the Executive Director and with the concurrence of the President of the Synod.

b. The division chairmen are to supply guidance and assistance to the agencies in their divisions in regard to the preparation of balanced and coordinated plans and budgets and in the development of policy manuals, job specifications, and organizational arrangements.

c. The division chairmen shall keep themselves informed on the activities of the boards and commissions in their respective divisions. They shall represent the boards and commissions in their divisions in the integrational plans, budgets, and policies of all divisions in the Council of Administrators, of which the President of the Synod shall be an ex-officio member. (Cf. 2.175)

2.175 Council of Administrators

a. The Council of Administrators shall consist of the following synodical officers and members of the administrative staff:

1. The President of the Synod
2. The First Vice-President of the Synod
3. The Treasurer of the Synod
4. The Controller of the Synod
5. The Secretary of the Synod (when full-time), who shall (then) serve as secretary of the council
6. The Executive Director, who shall be chairman of the council
7. The Chairman of the Division of Missions and Special Ministries
8. The Chairman of the Division of Higher Education
9. The Chairman of the Division of Parish Services

10. The Chairman of the Division of Communications

11. The Chairman of the Division of General Staff Services as an advisory member

b. Any deletions or changes in the structure or designations of the divisions may be made by the Board of Directors, subject to reporting said changes to the next synodical convention (cf. 2.171).

c. Duties

The Council of Administrators shall —

1. assemble, interpret and, after review and approval by the Board of Directors, distribute among the divisions and departments long-range forecasts concerning synodical growth; synodical income, disbursements, and fixed investments; mission opportunities; needs for pastors, teachers and other workers and the consequent developmental requirements of synodical educational institutions; other auxiliary and service activities; and headquarters staff requirements;

2. prepare and submit to the Board of Directors long-range and comprehensive plans of synodical work in which the principles of balance and coordination will be significantly reflected in all their important implications;

3. prepare and submit annually to the Board of Directors short-range, comprehensive, and reasonably detailed plans in which the opportunities and the limitations of the Synod will be expressed in relation to current expectations but within the framework of the long-range plans;

4. develop, with the approval of the Board of Directors, the procedures by which such plans best can be made, and develop suitable forms of presentation which will permit such plans to be presented concisely, intelligibly, and fairly;

5. recommend periodically to the Board of Directors adjustments or revisions of long-range plans as experience indicates the need for such revisions;

6. prepare and submit biennially to the Board of Directors a challenging work program for each of the Synod's boards and commissions with accompanying cost estimates;

7. recommend to the Board of Directors such changes in approved plans as may become neces-

sary when forecasts fail to materialize or when for other reasons the approved plans of the Synod cannot be carried out;

8. review periodically the actual performance of all divisions and departments;

9. work out the details of any changes or adjustments in budgets which the Board of Directors may require in the exercise of its powers;

10. encourage a uniform observance, throughout the divisions, of sound and efficient administrative and operational procedures and routines;

11. invite periodically all executives of all agencies of the Synod to plenary meetings of the council;

12. make recommendations to the President of the Synod for the appointment of members of standing committees for each division, department, and commission of the Lutheran Council in the United States of America in which the Synod participates.



III. SYNODICAL DISTRICTS

A. ORGANIZATION

3.01 Purpose of Districts

The Synod establishes Districts in order more effectively to achieve its objects and carry on its activities.

3.03 Formation and Realignment of Districts

a. The Synod decides when and whether a District shall be formed, divided, realigned, or merged with another or other Districts, or dissolved; determines the boundaries of a District; and approves the name of a District.

b. A proposal calling for the formation, division, realignment, merger, or dissolution of a District or Districts may be initiated by a synodical convention or may be presented to a synodical convention by a District convention or the synodical Board of Directors.

c. Such proposals shall —

1. be submitted to the President at least 6 months prior to a synodical convention;

2. be produced in consultation with the Department of Research and Statistics;

3. include a substantiated description of the non-viable aspects of the current District(s) on the basis of general principles of viability adopted from time to time by synodical conventions, and shall specify the problems or factors which make the adoption of the proposal advisable or necessary;

4. Provide evidence that possible changes in the present structure or function of the District(s) in order to meet the problems have received thorough consideration and have been deemed less desirable than the proposal being offered;

5. provide a specific and realistic development plan for the proposed District(s), including detailed proposals for staff personnel and financial operations;

6. be the object of an evaluation prepared by the synodical Board of Directors and submitted to the convention.

3.05 Membership of Districts

The membership of a District consists of all those members of The Lutheran Church — Missouri

Synod (congregations, clergymen, and teachers) who have been received into the District at the time of joining the Synod, who have been transferred from another District, or who have been assigned to the District by the Synod. Termination of membership in the Synod terminates membership in a District.

3.07 Relationship Between the Synod and Districts

a. The Synod is not merely an advisory body in relation to a District. A District is the Synod itself performing the functions of the Synod. Resolutions of the Synod are binding on the Districts.

b. The Constitution of the Synod is also the constitution of each District. The Bylaws of the Synod shall be primarily the bylaws of the District. A District may adopt additional bylaws, regulations, and resolutions necessary or proper for its own administration or for effectively carrying on the work of the Synod. Such bylaws, regulations, and resolutions shall not conflict with the Constitution and Bylaws of the Synod. The bylaws and regulations of the District and any subsequent change therein shall be submitted to the Commission on Constitutional Matters of the Synod for review and approval.

c. A District may incorporate or adopt such other convenient form of association as may be permitted by the civil laws under which the District carries on its activities. The form of incorporation or association and any subsequent proposed change thereof shall be submitted to the Commission on Constitutional Matters of the Synod for review and approval before adoption by the District and before presentation to the proper civil authorities.

d. Upon dissolution of a District, all property and assets to which the District holds title or over which it has control shall be transferred forthwith to the Synod or to the Synod's nominee.

e. Jurisdiction with respect to everything which is administered by or for the entire Synod resides in the Synod itself, including but not limited to general supervision of doctrine and practice; foreign missions; synodical institutions; qualification, ordination, and installation of clergymen and teachers who apply for membership in the Synod; publication of official religious periodicals; conduct of negotiations and affiliations with other church bodies; and the like.

3.09 Relationship Between Congregations and District

The relationship of a congregation to the District is the same as the relationship of a congregation to the Synod as defined in Article VII of the Constitution of the Synod and Section 1.09 of the Bylaws.

B. DISTRICT CONVENTIONS

3.11 Rules of Order

The conventions of the Districts shall be governed by the Bylaws adopted by the Synod for its conventions, insofar as these may be applicable. Each District may adopt any other regulations provided these are not contrary to the Constitution and Bylaws of the Synod. The President of the District shall conduct the sessions according to accepted parliamentary rules and shall so arrange the schedule of business that the sessions do not extend beyond six business days.

3.13 Preacher at Convention Service

The President of the Synod or his representative shall deliver the sermon at the opening or convention service.

3.15 President of the Synod to Report

The President of the Synod or his representative shall report on the condition and affairs of the Synod, its educational institutions, missions, finances, etc.

3.17 Accrediting of Delegates

The pastor of a voting congregation shall stand accredited and entitled to vote. The lay delegate of a voting congregation shall stand accredited and entitled to vote upon presenting to the Secretary at the opening of the convention the proper credentials signed by his pastor and two of the congregation's officers. If a pastor serves two or more congregations, these shall be regarded as one parish and shall be entitled to only one lay vote.

3.19 Attendance of Delegates

All duly elected delegates and advisory members shall attend all sessions regularly until the close of the convention. All delegates who arrive

late or leave early or who do not attend at all shall present a written excuse. Unexcused delegates shall be admonished by the District President.

C. DISTRICT OFFICERS

3.21 General Officers

a. The following officers shall be elected from the clergy roster of the Synod by each District: a President, two or more Vice-Presidents, a Secretary, and a Circuit Counselor for each circuit established by the District.

b. Each District shall have a Treasurer. He shall be a layman and shall be elected or appointed as the bylaws of the District may provide.

3.23 Board of Directors

Each District shall have a Board of Directors. The size and composition of the board to be elected shall be determined by the bylaws of the District.

3.25 Other Officers and Boards

A District may provide for the election or appointment of such other officers and boards as it deems necessary.

3.29 Qualification of Officers

All officers and members of boards shall be members of member congregations.

3.31 Election of President and Vice-Presidents

Each District may adopt regulations for the nomination and election of its President, the nomination, election, and ranking of its Vice-Presidents, and the succession in case of vacancies. Nominating committees may not be employed in the election of President and Vice-Presidents.

3.33 Majority Vote

a. A majority of all votes cast shall be required for election to all elective offices and elective board positions.

b. Except in the election of the President and the Vice-Presidents, the following regulations shall apply: Candidates receiving a majority on the first ballot shall be declared elected. When a second or

succeeding ballot is required for a majority, the candidate receiving the fewest votes and all candidates receiving less than 15% of the votes cast shall be dropped from the ballot, unless fewer than two candidates receive 15% or more of the votes cast, in which case the three highest candidates shall constitute the ballot. In every election balloting shall continue until every position has been filled by majority vote.

3.35 Holding More than One Office

a. No one, either in the Synod or in a District, or between the Synod and a District, shall hold more than one elective office; or more than two offices, although one or both be appointive; or ever hold two offices of which one is directly responsible for the work done by the other.

b. An office shall be regarded as elective only if it is an office filled through election by a synodical or a District convention, even though a vacancy in such an office may be filled by appointment.

c. Doubtful cases shall be decided by the President of the Synod.

3.37 Prohibition of Conflict of Interest

a. No officer, director, board or commission member of the District shall use his position or the knowledge acquired from his service in such a manner that a conflict between his personal or business interest and the general welfare of The Lutheran Church — Missouri Synod and his District arises.

b. Officers or members of District boards or commissions shall not enter into gainful business transactions, directly or indirectly, with any board or commission on which they serve.

3.39 Election and Time of Service of District Officers

a. The District President and Vice-Presidents shall be elected in the year following the regular election of the officers of the Synod.

b. All other officers and boards may be elected in any District convention for the time of service fixed by the Constitution and Bylaws of the Synod.

D. DUTIES OF DISTRICT PRESIDENTS

3.41 Relation to President of the Synod

Each District President by virtue of his office represents the Synod in his respective territory. He shall therefore periodically report to the President of the Synod, and the President of the Synod shall meet with the District Presidents at least once a year for the purpose of counseling together regarding the work of the Synod. The District Presidents, together with the President and Vice-Presidents of the Synod, shall form the Council of Presidents.

3.43 Report to District Convention

The District President shall make an official report to the District at its convention.

3.45 Duties as Advisers

The District Presidents, in accordance with the Constitution of the Synod, shall supervise the doctrine, the life, and the official administration on the part of the pastors and the teachers of their District and shall inquire into the prevailing religious conditions of the congregations of their District. Therefore as often as possible they shall attend the conferences of pastors and teachers held in their District, advise the congregations of their District as to the calling of pastors and teachers, give counsel when requested, and reply to inquiries. They may call upon their Circuit Counselors to assist them.

3.47 Official Visits and Investigations

The District President, even without formal request therefor, may through the proper channels arrange for an official visit or an investigation when a controversy arises in a congregation or between two or more congregations of his District. He shall ask for a report on the case of both contesting parties in order that by such a report he may be enabled to have a clearer understanding of the real situation. If the District President authorizes anyone to represent him in such matters, his representative shall be accorded the same rights as the District President.

3.49 Official Roster of Pastors and Teachers

The District President shall annually revise the official roster of pastors and teachers in *The Lutheran Annual* as far as his District is concerned and remove the names of such as have died, have severed their connections with the Synod, are regularly engaged in a secular calling, or have in some way disqualified themselves for service in the church.

3.51 Reinstatement to the Ministerial Roster of The Lutheran Church—Missouri Synod

All applications for reinstatement in the pastoral ministry of The Lutheran Church—Missouri Synod shall be addressed to the President of the District in which the applicant last held membership. The President of the District shall review the matter and, if the man is found eligible for reinstatement into the ministry of the Synod, shall so inform the President of the Synod and the Personnel Director of the Synod, who in turn will publish the matter in the usual way to the Synod.

E. CIRCUIT COUNSELORS AND OFFICIAL VISITS

3.61 Election and Official Visits

a. Every District of the Synod shall create a sufficient number of circuits and elect a Circuit Counselor for each circuit from among the pastors of voting congregations thereof, to make possible official visits to each congregation once in 3 years and at any time when the Circuit Counselor deems it necessary.

b. Every voting congregation of each circuit shall nominate two pastors of voting congregations of the circuit as candidates for the office of Circuit Counselor. The nominations shall be made at least 6 months prior to the elections and shall be submitted to the Nominating Committee through the Secretary of the District. If no candidate has received a majority, the District Secretary shall mail to each congregation in that circuit a ballot containing the names of the two men receiving the highest number of votes. The Nominating Committee shall arrange a slate containing the first choice for Circuit Counselor from each circuit, provided that man is still

available, or the second choice of the circuit if he is not. The District President shall fill the slate where neither man is still available. The convention shall have the right to alter the slate by amendment. The convention shall then ratify the slate of Circuit Counselors, which ratification shall constitute election.

c. The congregation of a Circuit Counselor shall be visited by the District President or by one of the District Vice-Presidents or by another Circuit Counselor designated by the District President.

3.63 Circuit Counselor and District President

a. Each Circuit Counselor, by virtue of his office, shall assist the District President within the circuit. Therefore the District President shall meet with the Circuit Counselors of the District at least once a year for the purpose of discussing the work of the Circuit Counselor.

b. The Circuit Counselor shall regularly report on his activities to the District President.

3.65 Circuit Counselor and Member Congregations

The Circuit Counselor shall officially visit the congregations, pastors, and teachers of his circuit. If he deems it necessary, the Circuit Counselor may through the proper channels arrange for a special meeting of the congregation even if he has not been invited.

3.67 Circuit Counselor and Nonmember Congregations

The jurisdiction of Circuit Counselors shall include nonmember congregations whose pastors are members of the Synod, but for the purpose of official visits in such a congregation the consent of the congregation shall first be secured.

3.69 Time of Official Visits

The time of his official visits shall be arranged in advance by the Circuit Counselor with the respective pastor and congregation, except under extraordinary circumstances.

3.71 Purpose of Official Visits

The purpose of official visits shall be to bring about to the greatest possible degree the achieve-

ment of the Synod's objectives as expressed in Article III of its Constitution.

3.73 Circuit Counselor and Pastor

a. The Circuit Counselor shall conduct his official visits in an evangelical manner and not resort to legalistic measures.

b. He shall come to the pastor as a brotherly adviser, reminding him of the glory of the ministry and of its great responsibilities.

c. He shall ascertain whether the pastor is faithful in preaching the Law and the Gospel in their purity, properly dividing and applying them, whether he privately ministers to the needs of the individuals, exercises church discipline in an evangelical manner, and properly supervises all Christian education and training in his parish.

d. He shall in a brotherly manner discuss the spiritual life, home life, and studies of the pastor with him, also his library and professional studies and professional growth.

3.75 Circuit Counselor and Congregation

a. The Circuit Counselor shall keep in mind the glory and responsibility of the universal priesthood of all believers as it applies to the congregations. He shall remind them that they are "a chosen generation, a royal priesthood, a holy nation, a peculiar people" to show forth the praises of Him who has called them out of darkness into His marvelous light. He shall meet with the entire congregation, if possible, rather than with the voting members only.

b. He shall inquire whether the congregations are zealously guarding the purity of doctrine, not tolerating errors or schismatic tendencies.

c. He shall inquire regarding the attendance at services, at Communion, and at voters meetings; the salaries of pastors and teachers; the participation of the congregation in the work of the church at large and in missions; the reading of Christian literature; the Christian training of the children; the adequate indoctrination of adult catechumens; and the maintenance of the family altar.

d. He shall inquire what means are being used to guard against the evil influences of sects and

organizations which endanger the spiritual life of the congregation.

e. He shall inquire concerning excommunications, and examine the minutes referring to them, with a view to possible adjustment according to the Word of God.

f. He shall strive to bring about a peaceful adjustment in a Christian manner (Matt. 18:15-17; 1 Tim. 5:19) if any differences between a pastor and his congregation have arisen and have been brought to his attention.

g. He shall report on the work of the Synod and urge adequate support of the Synod's work on the part of the congregation.

3.77 Circuit Counselor and Lutheran Elementary School

The Circuit Counselor, when visiting elementary schools of all types, shall give his attention to—

a. the personal attitude of the teacher toward his profession and his pupils;

b. the general course of study, with special emphasis on the teaching of the Christian religion;

c. Christian discipline;

d. the school attendance;

e. the school equipment;

f. the school management.

3.79 Circuit Counselor and School Superintendent

The Circuit Counselor may be assisted by a superintendent of schools where Districts have made such a provision.

3.81 Expenses of Circuit Counselor

The Circuit Counselor is authorized to draw on the District treasury for his expenses.

F. MEETINGS OF CIRCUITS

3.91 Meetings

The Circuit Counselor shall call a meeting of his circuit at least once each year.

3.93 Representation at Meetings

Each congregation of the respective circuit shall be represented at the circuit meetings by its pas-

tor and at least one delegate. It is desirable that the delegate who represented the group of congregations at the delegate convention of the Synod shall serve for a term of 2 years and that the congregational delegates to the District convention also serve for 2 years; other representatives may be chosen by the congregations as circumstances require. Circuit meetings shall be open to all members of the congregations.

3.95 Purpose

The purpose of the circuit meetings shall be to strengthen the spirit of unity, fellowship, and co-operation among the several congregations. The resolutions of the Synod and of the respective District shall be brought to the attention of the congregations that all may cooperate in carrying them out; the spiritual side of church work, including mission work and all phases of parish education, shall receive special emphasis; information shall be given as to the condition and needs of the treasuries of the Synod and District; reports shall be received from the various congregations as to methods used and contributions made for synodical purposes; and all congregations shall be encouraged to grow in the grace of Christian stewardship.

3.97 Joint Meetings

Joint meetings of two or more circuits may be held where this is desirable.

G. PARISHES

3.105 Parish Lines

The membership of a congregation constitutes its parish. Territorial parish lines are not established by divine right. Nevertheless the following reasons may be cited for establishing such lines:

a. God is not the author of confusion, and therefore He wants all things to be done decently and in order, 1 Cor. 14:40; 1 Peter 4:15.

b. Schisms and sects in a congregation should be avoided, and church members should not be given occasion to attach themselves to the person of one pastor in preference to that of another. This in itself is a sectarian tendency, which Paul condemns, 1 Cor. 1:12; 3:3-7.

c. The private cure of souls, an essential duty of every pastor, is rendered more difficult where there are no parish lines and in many cases is impossible, nor can church discipline be well exercised. A member who on account of distance no longer regularly attends church services shall be advised to affiliate with the nearest orthodox Lutheran congregation in his neighborhood.

d. The example of the apostolic church favors the separation of congregations by parish lines; for in the days of the apostles, bishops were appointed for every city, Titus 1:5. The example of the apostles, it is true, is not equal to an express command which must be obeyed by Christians at all times and under all circumstances; yet the custom of apostolic times speaks in favor of the reasons given above, and therefore it is proper that we should not without good reason fail to follow such example.

3.107 Dividing Congregations

Congregations which have grown so large that their members cannot receive proper pastoral care, or whose members have spread over so much territory that members living at a distance find it difficult to use the means of grace with necessary frequency, shall not oppose a division of the parish; nor shall they oppose the organization of new congregations in neighborhoods which would be thereby better served. All other interests are subordinate to those which seek to promote the glory of God and the extension of His kingdom.

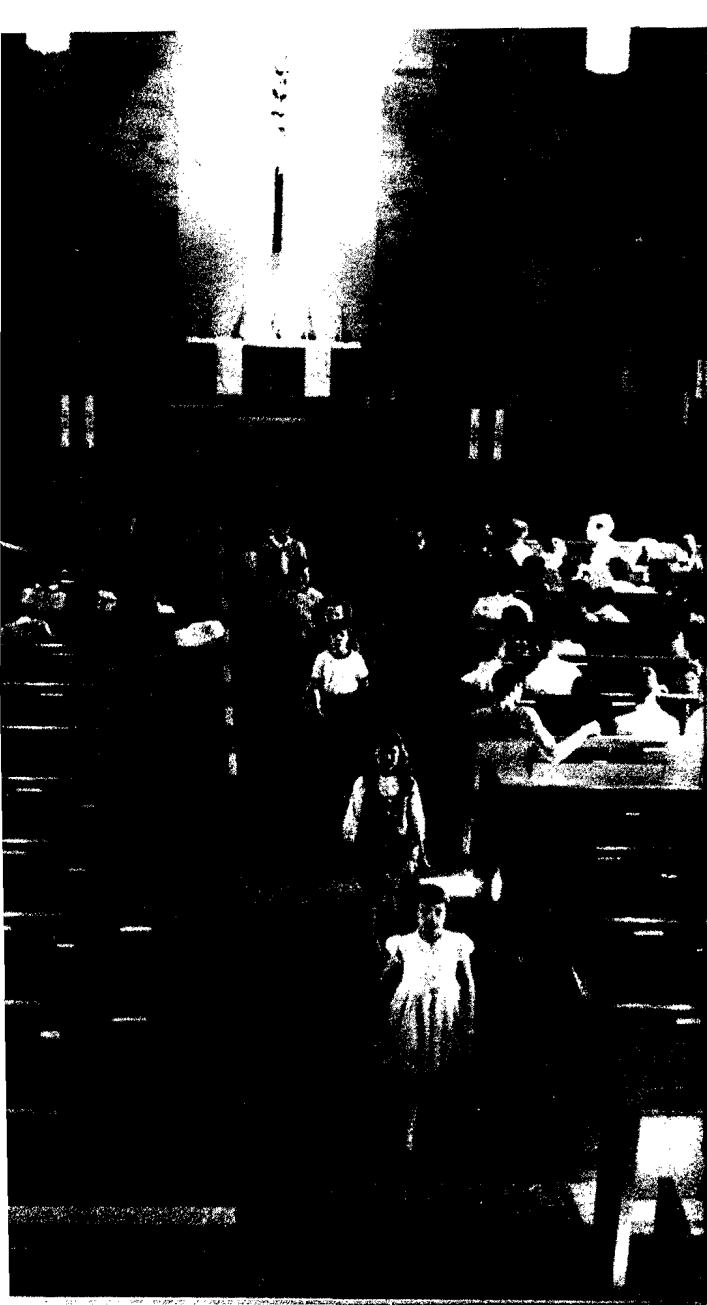
3.109 Principles of Division

The dividing of one congregation into two or more and the establishing of a new mission or congregation adjacent to an existing parish or parishes shall be regulated and effected in accordance with due Christian regard for the spiritual welfare of all concerned. This requires (1) that any such separation or division be brought about — as much as possible — by a voluntary agreement, prompted by the conviction of all concerned; (2) that church property be divided in accordance with justice and equity, so that one party will not be slighted while the other party is given undue advantages; (3) that Christian forbearance rather than the strict letter of the law decide any difficult questions; (4) that

lesser evils be borne in order to prevent greater evils; (5) that the dividing of a parish for the purpose of organizing new congregations be not insisted on if thereby a whole congregation would be seriously disturbed.

3.111 Reports of Removal

Pastors shall report the removal of any of their members to the parish to which such members have removed, in order to prevent a deplorable and unnecessary loss of members. Members shall keep their pastors informed of such removals.



IV. PASTORS AND TEACHERS

A. CALLS

4.01 Eligible Pastors and Teachers

a. Congregations which are members of the Synod, in conformity with Article III, 3 of the Constitution of the Synod, shall call and be served only by pastors and called teachers who have been admitted to these respective ministries in accordance with the rules and regulations set forth in the synodical HANDBOOK and have thereby become members of the Synod.

b. Congregations which violate this requirement and persist in such violation shall after due admonition forfeit their membership in the Synod.

4.02 Advising Member Congregations

Congregations shall seek the advice of the respective District officials when calling pastors or teachers.

4.03 Advising Nonmember Congregations

Lutheran congregations not members of the Synod making application to the Synod for pastors or teachers shall also have the benefit of such official advice.

4.05 Non-Lutheran Congregations

Congregations of non-Lutheran faith making application to the Synod for pastors or teachers shall not be denied their request, provided that the congregation making application —

a. declares its unconditional acceptance of the Bible as the Word of God;

b. declares its willingness to permit its pastor to minister to it in accordance with the Confessions of the Lutheran Church;

c. declares its willingness after due instruction to sever its connection with any heterodox body with which it may be affiliated.

4.07 Serving Non-Lutheran Congregations

A pastor of the Synod, if requested by a non-Lutheran congregation without a pastor to fill its pulpit, may do so for a longer or shorter period

of time, in order that such a congregation may hear the Word of God expounded in its truth and purity. Under such circumstances a pastor will not publicly celebrate the Lord's Supper in that congregation. If such a congregation desires to extend a regular call to one of our pastors, the conditions as provided in Paragraph 4.05c must be observed.

4.09 Assignment of Calls

a. The Council of Presidents, acting as the Board of Assignments, shall regularly assign to the graduates and available supply students, interns, and vicars of the Synod's educational institutions, and to workers available from colloquy programs and church-work training programs, the calls and appointments for pastors, teachers, deaconesses, missionaries, and church workers which congregations, qualified associations, and synodical and District boards have sent.

b. The placement officers of the respective institutions shall be consulted before the assignments are made.

B. ORDINATIONS AND INSTALLATIONS

4.15 Prerequisites for Ordination

a. A candidate for the office of the pastoral ministry in The Lutheran Church — Missouri Synod may be ordained when the following prerequisites have been met:

1. He shall have completed the prescribed courses of study and have received a diploma from one of the Synod's seminaries, or have fulfilled the requisites for a colloquy according to the synodical HANDBOOK, 4.55 to 4.71.

2. He shall have received endorsement by the proper faculty or the Committee on Colloquies and in every respect have been declared qualified by them for the office of the ministry of Word and sacrament in the church.

3. He shall have indicated complete dedication to the ministry and the readiness to accept a call extended to him by the Board of Assignments.

4. He shall have received and accepted a call to a position the incumbent of which may be ordained according to the regulations of the Synod.

5. He shall have received and accepted a call

extended through the proper channels to assume full-time work in the church.

6. He shall have made application for membership in the Synod and have submitted a request for ordination to the respective District President or to the proper official of the board through which the call was extended.

b. Graduates of the St. Louis and Springfield seminaries who have fulfilled the prerequisites stated in a, 1—4, and who wish to continue their professional studies shall be assigned and ordained upon their request under the following conditions:

1. A call shall have been extended by a congregation or a proper board expressing preference for a particular candidate to be assigned to the function of pastor or other synodically approved office.

2. The District President shall approve the call, and the candidate shall be assigned by the Board of Assignments.

3. The District President shall approve the request for ordination and receive the candidate upon his application as a member of the Synod and the District.

4.17 District President Responsible

The District President shall be responsible for the ordination of candidates for the ministry and the installation of pastors and teachers in congregations within his District. If the President is unable to perform these duties in person, he may delegate these duties to another pastor who is a member in good standing of an orthodox Lutheran body. If possible, the pastor officiating at such ordination or installation shall be assisted by one or more pastors.

4.19 Place and Manner

a. The ordination of a candidate shall as a rule, for the sake of good order in the church, take place in the presence of the congregation to which he has been called. However, the President of the District in which the calling congregation is located may permit the ordination to take place in the home congregation of the candidate and accordingly, with the permission of the calling congregation, authorize the ordination of the candidate in his home congre-

gation. The President of the District in which the calling congregation is located shall issue a diploma of ordination.

b. The installation of candidates or pastors shall always take place in the presence of the congregation to which they have been called.

c. Candidates and pastors shall be ordained and installed in accordance with accepted Lutheran forms for that purpose and shall be solemnly pledged to the Scriptures as the inspired and inerrant Word of God and the Symbolical Books of the Lutheran Church as a true exposition of the Scriptures.

4.21 Installation of Professors

Professors at the Synod's educational institutions shall be installed in accordance with accepted Lutheran forms for that purpose and shall be solemnly pledged to the Scriptures as the inspired and inerrant Word of God and to the Symbolical Books of the Lutheran Church as a true exposition of the Scriptures. The installation shall be performed by the respective District President or by his representative.

4.23 Induction of Instructional Staff Members

Candidates assigned to a synodical educational institution by the Board of Assignments shall be inducted into office in accordance with accepted Lutheran forms for that purpose. They shall be solemnly pledged to the Scriptures as the inspired and inerrant Word of God and to the Symbolical Books of the Lutheran Church as a true exposition of the Scriptures. Having made application for membership in the Synod, they may be ordained or installed respectively by the District President or his representative.

4.25 Installation of Teachers

Teachers at Lutheran elementary and secondary schools who have been duly elected and called by a congregation or congregations for full-time service in the church shall, after having made application for membership in the Synod, be installed in accordance with accepted Lutheran forms for that purpose and shall be solemnly pledged to the Scriptures as the inspired and inerrant Word

of God and to the Symbolical Books of the Lutheran Church as a true exposition of the Scriptures. The installation shall be performed by the pastor of the congregation upon authorization by the District President.

4.27 Transfers

A pastor or a teacher accepting a call to a member or nonmember congregation in a sister District, or to an institution served by such District, shall immediately report such decision to his District President and ask for a transfer of membership. The District President shall forward such transfer to the President of the sister District. Upon receipt of the transfer and of a request for installation from the pastor or teacher, the District President of the sister District shall install or authorize installation of such pastor or teacher.

C. MISSIONARIES

4.41 Commissioning

Missionaries and itinerant preachers who are not called by and to a specific congregation shall be commissioned according to accepted Lutheran forms and shall be pledged to the Scriptures as the inspired and inerrant Word of God and to the Symbolical Books of the Lutheran Church as a true exposition of the Scriptures.

4.43 Order for Ordination and Commissioning

The order for the ordination and commissioning or commissioning of a missionary called into the foreign fields shall be issued upon the request of the Board for Missions by the President of the District in which the missionary resides. The order for the commissioning of missionaries for service within a District of the Synod shall be issued by the President of that District.

4.45 Membership in the Synod

a. The application for membership in the Synod shall be addressed to the respective Mission Board under which the missionary is serving and shall be acted on at the next convention of the Synod. The District affiliation of a missionary in a foreign field shall be with his home District unless he requests membership in another District. If the Synod does

not meet in that year, the application shall be presented to the convention of the home District of the applicant and be acted on.

b. The signing of the Constitution may be done by proxy authorized in writing.

D. ADMISSION TO THE PASTORAL MINISTRY BY COLLOQUY

4.51 Colloquy Board

The Colloquy Board for the Pastoral Office shall consist of a Vice-President of the Synod, appointed by the President of the Synod, and the presidents of the theological seminaries at St. Louis and Springfield. The Vice-President shall be chairman of the committee.

4.53 Functions

The Colloquy Board shall —

a. direct the synodical activity in matters of colloquies for the pastoral office according to regulations adopted by the Synod;

b. establish academic and theological standards for admission to the office of the pastoral ministry by colloquy;

c. recommend applicants for acceptance into the pastoral ministry of the Synod to the Council of Presidents acting as the Board of Assignments.

4.55 Application for Admission

a. Applications of candidates for the pastoral ministry shall be directed to the President of the District where the application originates.

b. The District President on receipt of application shall transmit the application to the chairman of the Colloquy Board. The application shall be accompanied by the following documents:

1. an autobiographical statement by the applicant, setting forth clearly his background and his reason for wishing to qualify for the pastoral ministry in the Synod;

2. official transcripts of the applicant's secondary, collegiate, and seminary training and a full description of noncredit academic work done by the applicant;

3. testimonials as to Christian character and life, personality, ability, and previous service from no

fewer than three competent references who have known and observed the applicant for at least 2 recent years;

4. where applicable, testimonials witnessing to past service in the denomination where the applicant previously served as pastor, together with evidence of good standing in the ecclesiastical body from which he has severed connection or is in the process of severing connection.

c. Lutheran parochial school teachers shall in addition to the above testimonials from the District President also present a recommendation from the superintendent of the schools of the District in which they have last served as teachers.

d. The District President shall assure the Colloquy Board of his sponsorship of the applicant before the committee can act favorably on the application.

4.57 Eligibility

Only such applicants shall be considered eligible for admission to the pastoral colloquy program as are:

1. ministers, or candidates for the ministry, who are in good standing in Christian church bodies not in fellowship with The Lutheran Church — Missouri Synod and are graduates of recognized theological seminaries;

2. graduates of the Synod's teachers colleges who have had at least 5 years of teaching experience and are in good standing in the teaching ministry of the Synod.

4.59 Publication of Applicant's Request

After the District President has furnished the Colloquy Board with the required documents and the committee has assured itself that the applicant qualifies for the colloquy program, the committee shall publish the request of the applicant in the official periodicals of the Synod. If no valid objection is filed within 4 weeks after the notice of the application has been published, the committee shall proceed with the colloquy program.

4.61 Program of Instruction

a. Ministers, or candidates for the ministry, in good standing in Christian church bodies not in fellowship with The Lutheran Church — Missouri

Synod shall be expected to receive one full academic year of resident training in one of our Synod's seminaries. They shall also be required to serve a vicarage.

b. Graduates of the Synod's teachers colleges who have had at least 5 years of successful teaching experience shall be required to take a minimum of 2 years of instruction at one of the Synod's theological seminaries. They shall also be required to serve in a vicarage.

c. The board shall determine the course of study and the length of the vicarage for each applicant.

d. The courses given to colloquy applicants shall vary according to the needs and ecclesiastical background of the candidates, but they shall in general include courses in the major areas of theology. The criteria by which the board shall judge a man's progress are:

1. Readiness for admission to the office as demonstrated according to standards established by the Colloquy Board by—

aa. an acceptable level of achievement in the area of general education;

bb. satisfactory completion of a well-rounded and comprehensive training in all major fields of theology;

cc. satisfactory completion of a supervised vicarage.

2. In the case of men who have been educated in foreign lands with differing educational and ecclesiastical requirements who are expected to serve ethnic and special linguistic groups in The Lutheran Church—Missouri Synod, the board is authorized to waive or modify certain of the above-mentioned requirements in accord with the board's good judgment.

3. Before being declared qualified for the pastoral ministry in the Synod, the applicants shall submit satisfactory theological papers and sermons and pass comprehensive written and oral examinations in the major areas of theology.

4. They shall give evidence that they fully understand and accept the doctrinal standards of the Synod, are acquainted with its practice, and have the ability and intention to teach, preach, and practice in conformity with these standards.

4.63 Certificate of Eligibility

Applicants who have satisfactorily passed their examination shall be given a certificate of eligibility by the Colloquy Board.

4.65 Placement

Every applicant whom the committee declares qualified for the pastoral ministry shall be assigned his first placement by the Council of Presidents acting as the Board of Assignments.

4.67 Applicants from Affiliated Church Bodies

Applications from pastors or candidates of theology who are members of an affiliated church body and have previously given satisfactory evidence of their qualifications for the pastoral ministry may be received without examination of the applicant.

4.69 Report to the Convention

The Colloquy Board shall render a full report on its activities to each convention of the Synod.

4.71 South American Colloquy Board

a. The Colloquy Board for applicants for the pastoral ministry in the Brazil District shall be the President of the Brazil District and the president of the seminary in Porto Allegre.

b. The Colloquy Board for applicants for the pastoral ministry in the Argentine District shall be the President of the Argentine District and the president of the seminary at Buenos Aires.

E. ADMISSION TO THE TEACHING MINISTRY BY COLLOQUY

4.75 Colloquy Board for the Teaching Ministry

a. *Membership.* The Colloquy Board for the Teaching Ministry shall consist of a Vice-President of the Synod and the presidents of the synodical colleges offering a bachelor degree in teacher education.

b. *Functions.* The Colloquy Board for the Teaching Ministry shall—

1. direct the synodical activity in matters of colloquies for the teaching ministry according to regulations adopted by the Synod;

2. establish academic and theological standards for admission to the teaching ministry by colloquy, and in the establishment of these standards the board shall consult the faculties of the synodical colleges offering a bachelor degree in teacher education;

3. approve for admission to the colloquy program for the teaching ministry those applicants who meet the preliminary requirements;

4. make a full report of its activities to every convention of the Synod.

4.77 Academic and Theological Requirements for the Colloquy

Applicants for the colloquy shall be expected to meet the following academic and theological requirements before their final examination by the board:

a. a college program culminating in the bachelor degree;

b. the completion of certain required courses or their equivalent in the areas of education, doctrine, Biblical interpretation, church history and practice to meet the academic and theological standards established by the Colloquy Board;

c. one year of successful teaching in a school within the Synod prior to permanent placement in the church, or student teaching under the supervision of a synodical college offering a bachelor degree in teacher education;

d. residence work for at least one full quarter, either in the summer or during the school year, at a synodical college offering a bachelor degree in teacher education.

4.79 Procedures

a. Applications of men and women for admission into the colloquy program shall be directed to one of the synodical colleges offering a bachelor degree in teacher education. The application shall be accompanied by the following documents:

1. an autobiographical statement setting forth clearly the applicant's background, religious affiliation, and training and his reason for wishing to qualify for the teaching ministry in the Synod;

2. official transcripts of the applicant's secondary

and collegiate training and a full description of noncredit academic work done by the applicant;

3. a recommendation, whenever applicable, from the Superintendent of Schools or from the chairman of the Board of Education of the District in which the applicant taught;

4. testimonials as to Christian character and life, personality, ability, and previous service from the applicant's pastor, and two references from a previous employer or people who have observed the applicant for at least two recent years.

b. The college shall forward the application together with all required documents to the following for their recommendation: the President of the District in which the applicant resides and the individual members of the Colloquy Board for the Teaching Ministry.

c. The college shall submit for publication in the official periodicals of the Synod the requests for colloquies of all persons whose applications have been approved by the District President and the Colloquy Board for the Teaching Ministry. If no valid objection is filed within 4 weeks after the publication of such notice, the colloquy procedure may continue.

d. The college shall appoint an adviser for the applicant and an examining committee.

e. The adviser shall assist the applicant in arranging the appropriate qualifying program and, when all requirements have been met, recommend the applicant to the examining committee for a review of his competency and readiness for admission to the office of the teaching ministry. Ordinarily the adviser shall participate in the final oral examination.

4.81 Certification of Eligibility for Placement

a. The examining committee shall recommend to the faculty for endorsement those applicants who have satisfactorily passed written and oral examinations.

b. The college certifying the applicant as a candidate for the teaching ministry shall —

1. report its action to the member of the Colloquy Board for the Teaching Ministry and the President and Superintendent of Schools of the synodical District in which the candidate resides;

2. publish a report of its favorable action in the official periodicals of the Synod.

4.83 Placement

Every applicant whom the college declares qualified for the teaching ministry shall receive his first placement from the Council of Presidents acting as the Board of Assignments on recommendation of the Colloquy Board.

4.85 Applicants from Affiliated Church Bodies

Applications from teachers or candidates for the teaching ministry who are members of an affiliated church body and have previously given satisfactory evidence of their qualifications for a teaching position in the Synod may be received without examination of the applicant.

4.87 Teacher Colloquies in South America

Teacher colloquies in the two South American Districts shall also be conducted according to these regulations, adapted to requirements of the respective District. A Vice-President of the District and the faculty engaged in teacher education shall constitute the Colloquy Board for Teachers. A District Committee on Assignments shall make the first placement.

F. ADMISSION TO THE DEACONESS MINISTRY BY COLLOQUY

4.91 Colloquy Board for the Deaconess Ministry

The Colloquy Board for the Deaconess Ministry shall consist of a Vice-President of the Synod appointed by the President of the Synod, the Director of Training, and the Executive Director of the Lutheran Deaconess Association. The Vice-President of the Synod shall be chairman of the board.

4.92 Functions

The Colloquy Board for the Deaconess Ministry shall —

a. direct the synodical activity in matters of colloquies for the deaconess ministry in keeping with standards set by the Lutheran Deaconess Association according to regulations adopted by the Synod;

b. establish the standards for admission to the deaconess ministry of the Synod by colloquy;

c. recommend applicants for acceptance into the deaconess ministry of the Synod to the Council of Presidents acting as the Board of Assignments.

4.93 Applications Directed to Executive Director of the Association

a. Applications of candidates for the deaconess ministry shall be directed to the Executive Director of the Lutheran Deaconess Association.

b. Only such applicants shall be considered as meet the entrance requirements of the colloquy program of the Lutheran Deaconess Association.

4.94 Applications Referred to Colloquy Board

a. The Executive Director of the Lutheran Deaconess Association, on receipt of an application, shall transmit the application to the Colloquy Board for the Deaconess Ministry. The application shall be accompanied by the following documents:

1. an autobiographical statement by the applicant, setting forth clearly her background and her reason for wishing to qualify for the deaconess ministry in the Synod;

2. official transcripts of the applicant's secondary, collegiate, and professional training and a full description of noncredit academic work done by the applicant;

3. testimonials as to Christian character and life, personality, ability, and previous service from no fewer than three competent references who have known and observed the applicant for at least two recent years;

4. reports of health examinations required by the Lutheran Deaconess Association.

b. The District President shall assure the Colloquy Board of his endorsement of the applicant.

c. The Lutheran Deaconess Association shall approve the applicant before the Colloquy Board can act favorably on the application.

4.95 Publication of Applicant's Request

After the Executive Director of the Lutheran Deaconess Association has furnished the Colloquy Board for the Deaconess Ministry with the required

documents and the board has assured itself that the applicant qualifies for the colloquy program, the board shall publish the request of the applicant in the official periodicals of the Synod. If no valid objection is filed within 4 weeks after the notice of the application has been published, the Colloquy Board shall proceed with the colloquy program.

4.96 Requirements for Certification of Eligibility

a. Four years of college training leading to a bachelor of arts degree with a major in theology, or approved equivalent, and a year of supervised internship shall be considered the quantitative minima for admission to the deaconess ministry by colloquy.

b. Readiness for admission to the deaconess ministry shall be demonstrated according to standards established by the Lutheran Deaconess Association and approved by the Colloquy Board for the Deaconess Ministry by:

1. an acceptable level of achievement in the area of general education;

2. satisfactory completion of a well-rounded and comprehensive training in theology;

3. fulfillment of a minimum of one year's residence at the deaconess terminal program at Valparaiso University;

4. satisfactory completion of a supervised internship year.

c. Before being declared qualified for the deaconess ministry in the Synod, applicants shall submit to and satisfactorily pass a written and oral examination in the areas of deaconess service.

d. Applicants who have satisfactorily passed their examination shall be given a certificate of eligibility by the Colloquy Board.

4.97 Placement

Each applicant whom the board declares qualified for the deaconess ministry shall be assigned her first placement by the Council of Presidents acting as the Board of Assignments.

4.98 Report to the Convention

The Colloquy Board for the Deaconess Ministry shall render a full report on its activities to each convention of the Synod.

G. LAY MINISTERS

4.101 Certification

a. The Council of Presidents shall be authorized to certify certain lay persons for the performance of certain carefully designated ministerial functions under approved supervision.

b. It shall be the responsibility of the appropriate District President to ascertain whether the functions which are assigned to or assumed by a lay minister are within the limitation of this certification.

4.103 Requirements

The Colloquy Board for the Pastoral Office shall have the responsibility of determining the characteristics and qualifications of candidates, of assigning to them additional educational experiences as may be indicated, and of recommending the particular areas of certification and the length of the term of certification of acceptable candidates to the Council of Presidents.

H. CONFERENCES OF PASTORS AND TEACHERS

4.111 Pastoral Conferences

Each District of the Synod shall arrange conferences for its pastors. Four weeks prior to the convention of the District the minutes and essays or a reasonably comprehensive summary of the essays accepted by these pastoral conferences shall be submitted to a committee appointed by the District President for examination and a report to the convention.

4.113 Teachers Conferences

Each District of the Synod shall arrange conferences for its teachers. The minutes and essays or a reasonably comprehensive summary of the essays accepted by these conferences shall be submitted to the District convention in the same way as those of pastoral conferences.

4.115 Joint Conferences

Each District shall encourage joint conferences of pastors and teachers.

4.117 Smaller Conferences

Pastors and teachers are encouraged to organize smaller conferences in addition to their regular conferences and to meet for the purpose of discussing doctrinal, professional, and practical matters.

4.119 Intersynodical Conferences

Intersynodical conferences for the study of theology are desirable and are encouraged on a regular basis.

4.121 Purposes of Conferences

The official conferences of pastors and teachers shall be conducted for the spiritual and professional growth of their members. Matters pertaining to Christian doctrine and practice, to professional problems, to the proper conduct in office, to private study, to the welfare of the respective congregations and schools, to the work of the District and of the Synod, or to any other professional matter shall at all times receive due and sympathetic attention. The members of the conferences shall aim to cultivate brotherly relationship, be mutually helpful in every way possible, and encourage, instruct, and admonish one another in a spirit of sincerity and Christian love. Professional conferences have no synodical administrative functions.

4.123 Attendance at Official Conferences

Attendance at the official conferences shall be obligatory for pastors and teachers serving in congregations and parishes. Those whose office in the Synod, District, or synodical institution imposes professional or service requirements on which full and regular conference attendance makes undue demands, shall nevertheless, in consultation with their supervisory boards, arrange for their own partial or occasional attendance and participation in their own official conferences.

V. SUSPENSION, EXPULSION, AND APPEALS

A. BOARDS OF APPEALS

5.01 Membership

a. A Board of Appeals shall be elected by the Synod and by each District. The Board of Appeals of the Synod shall consist of four clergymen, one teacher, and four laymen, two of whom shall be lawyers. The Board of Appeals of a District shall consist of two clergymen, one teacher, and two laymen, at least one of whom shall be a lawyer. In any case where a teacher is not available in the District, a clergyman shall be elected in place of a teacher; and where a lawyer is not available, the requirement of a lawyer may be waived.

b. Nominees failing of election shall serve as alternate members of the Boards of Appeals of the Synod and of the Districts, as the case may be, in their respective classifications of clergymen, teachers, or laymen.

c. With the exception of members of the faculties of the educational institutions of the Synod, no individual holding any position in the Synod or in any of its Districts or in any organization owned and controlled by the Synod shall be eligible for membership on a Board of Appeals.

5.03 Term of Office

Members of the Synod's Board of Appeals and of District Boards of Appeals shall be elected for such term and in such manner as is specified in Section 2.07 of the Bylaws but without limitation as to reelection.

5.05 Disqualification

At any stage of any proceeding before a Board of Appeals, a member of the board may be disqualified from acting in such proceeding if the member has a conflict of interest. Disqualification may be by the voluntary act of the member himself or by the action of the Board of Appeals on its own initiative or upon the complaint of any party to the proceeding. The remaining members of the Board shall decide such proceeding.

5.07 Vacancies

Vacancies on any Board of Appeals shall be filled by alternates (in the respective classifications of clergymen, teachers, or laymen) in the order of the number of votes received by the nominees in the election of such board. If there are no alternates available, such board shall choose any eligible communicant member of a congregation of the Synod (in the respective classification of clergyman, teacher, or layman) to fill the vacancy. Any person filling a vacancy shall complete the unexpired term of the member of the board whose vacancy is being filled. If a vacancy should occur after proceedings in a case have begun, the remaining members of the board shall nevertheless continue the proceedings and render a decision, and the person appointed to fill such vacancy shall not participate in such case.

B. JURISDICTION OF BOARDS

5.21 District Boards of Appeals

a. Each District Board of Appeals shall have original jurisdiction in the following three situations:

1. cases arising within its District under Article XIII of the Constitution;
2. cases in which, by action of its District, a member of the Synod shall have been removed from the position which he holds within the District;
3. cases involving differences between congregations within its District.

b. Each District Board of Appeals shall have appellate jurisdiction in all cases which arise from a decision of a congregation within its District involving excommunication or removal of a member of the Synod from office.

5.23 The Synod's Board of Appeals

a. The Synod's Board of Appeals shall have original jurisdiction in the following four situations:

1. cases in which a member of the Synod shall have been removed from the position he holds in the Synod or in any organization owned and controlled by the Synod;

2. cases involving differences between Districts;
3. cases involving differences between a congregation and a District;

4. cases involving differences between congregations in different Districts.

b. The Synod's Board of Appeals shall have appellate jurisdiction in all cases which arise from the decision of a District Board of Appeals.

C. ADMINISTRATIVE PROCEDURES

5.31 Original Cases in a District

a. If a member of the Synod is accused of an act which could result in expulsion from the Synod under Article XIII of the Constitution and if the member consents to expulsion, the District President shall publish such fact in the official periodicals of the Synod and shall so report to the next District convention. If the member so accused does not consent to expulsion and the officials of the District who have acted in the matter, including the District President, have exhausted all administrative efforts and are convinced that the member should be expelled from the Synod, the District President, in consultation with the District Vice-Presidents, may suspend the member. The District President shall then submit the case within 7 days to the District Board of Appeals for adjudication by filing with the District Board of Appeals in writing the names of the parties involved, the charges against the accused member, all documentary evidence, and a memorandum of the administrative action which has been taken. A copy of the charges and a memorandum of the administrative action which has been taken shall be sent to the parties involved. In any case in which the District President is disqualified or unable to act, the First Vice-President or the next qualified District officer shall be authorized to suspend and to submit the case to the District Board of Appeals as herein provided. The suspension of the member shall remain in effect until a decision is reached by the District Board of Appeals, provided that in the event a further appeal is taken from a decision of the District Board of Appeals to the effect that such member should be expelled from the Synod, the suspension shall remain in effect until a final decision is reached by the Synod's Board of Appeals.

During the period of suspension the member shall be relieved of his rights as a member of the Synod and of the duties and responsibilities of his office. If the District officers fail to act, the President of the Synod, by virtue of the power given him in the Constitution (Article XI, B, 1, 2, 3), may on his own initiative institute proceedings, take administrative action, and, if necessary, present charges to the District Board of Appeals.

b. If a member of the Synod is removed from his position in a situation described in Section 5.21 a, 2, he may appeal his case to the District Board of Appeals by filing a written statement of his case with the Board of Appeals and furnishing a copy thereof to the District President.

c. If differences should arise between two or more congregations within the same District and the differences cannot be settled by the Circuit Counselor or by other officers of the District, any such congregation or the District President may submit such differences to the District Board of Appeals by filing a written statement of the nature of the differences with the District Board of Appeals and furnishing copies thereof to the congregations involved and to the District President.

5.33 Appeal Cases in a District

Before a party may appeal a case to a District Board of Appeals pursuant to the provisions of section 5.21 b, he shall first present his case to the Circuit Counselor. If the Circuit Counselor cannot settle the matter, the party shall present his case to the District President. If his efforts should also fail, the case may be submitted to the District Board of Appeals by the party, who shall file a written statement of the nature of the case with the District Board of Appeals and shall furnish copies thereof to the other party and to the District President.

5.35 Original Cases in the Synod

a. If a member of the Synod is removed from his position in a situation described in section 5.23 a, 1, he may appeal his case to the Synod's Board of Appeals by filing a written statement of his case with the President of the Synod.

b. If differences arise between two Districts and

the differences cannot be settled by the respective District Presidents, either District may submit the matter to the President of the Synod, and if he is unable to settle the matter, he shall refer the matter to the Synod's Board of Appeals. If the matter is not settled by the President of the Synod and he fails to refer the matter to the Synod's Board of Appeals, either District may file a written statement of the nature of the differences with the Synod's Board of Appeals and furnish a copy thereof to the other District and to the President of the Synod.

c. If differences arise between a congregation and a District other than the District of which the congregation is a member and such differences cannot be settled by the Presidents of the respective Districts or by the President of the Synod, either the congregation or the District may submit such differences to the Synod's Board of Appeals by filing a written statement of the nature of the case and furnishing copies thereof to the other party and to the President of the Synod.

d. If differences arise between congregations in different Districts and the matter cannot be settled by direct negotiation, either congregation may present the matter to the President of its District, who shall notify the President of the other District. The two Presidents shall attempt to settle the matter, and if their efforts are unsuccessful, they shall refer the case to the President of the Synod. If his efforts are also unsuccessful, the President of the Synod or either congregation may refer the matter to the Synod's Board of Appeals.

5.37 Appeal Cases in the Synod

Any party to a proceeding in a District Board of Appeals who is adversely affected by the decision of the District Board may file an appeal with the Synod's Board of Appeals by submitting a written statement of the reasons for his unwillingness to accept the decision of the District Board of Appeals. A copy of such statement shall be delivered to the President of the Synod by the synodical Board of Appeals. The President may then exercise the prerogative of making an effort to mediate the case before it is heard by the synodical Board of Appeals. Upon notice by the President, within 20 days after delivery of his copy, of his intention to attempt

mediation, the synodical Board of Appeals shall suspend further action for no more than 90 days to permit such an attempt to be made.

D. PROCEDURES BEFORE BOARDS OF APPEALS

5.41 Rules and Basic Principles

Procedures before a District or the Synod's Board of Appeals, both in original and in appeal cases, shall be governed by rules which shall be prepared and published by the Synod's Board of Appeals. Such rules shall, however, be consistent in all respects with the following basic principles:

a. A Board of Appeals shall be governed in its acts, procedures, and judgments by the Word of God and Christian principles.

b. All hearings before a Board of Appeals shall be private.

c. While any proceeding is pending before a Board of Appeals, no party to such proceeding, or anyone on such party's behalf, shall either directly or indirectly have any form of communication with any member of such Board of Appeals concerning any matter involved in such proceeding. Similarly, there shall be no such communication with any member of the Synod's Board of Appeals while there is pending before a District Board of Appeals any matter which is appealable to the Synod's Board of Appeals.

d. The rules shall permit one or more members of a Board of Appeals to meet with the parties prior to a hearing of the case in order to determine (1) the issue(s) in the case and (2) the facts on which the parties agree.

e. The rules shall permit fewer than all members of a Board, but not fewer than three, to hear a case provided (1) that all parties to the proceeding consent to such type of hearing and (2) that the entire record shall be presented to all members of the board qualified to decide the case and that all such members of the board shall consider the entire record and participate in the decision. In appeal cases before the Synod's Board of Appeals, there shall be no new hearing, and the Synod's Board of Appeals shall render its decision on the basis of a review of the proceedings before the District Board of Appeals. The Synod's Board of Ap-

peals may, however, in its discretion permit or request the submission of additional evidence when it appears that such evidence may assist the board in reaching a decision.

f. The Board need not be bound by legal rules of evidence in every respect but shall require that evidence be relevant.

g. Any party to any proceeding may select as many as three but not more than three communicant members of congregations of the Synod as adviser(s).

h. Each party to a proceeding shall assume his respective expenses, including the expenses of his adviser(s). The Synod or the District, as the case may be, shall pay the expenses of its Board of Appeals, including the cost of furnishing transcripts of the evidence to the parties to the proceeding.

i. While a case is still undecided or while appeals are contemplated or pending, there shall be no publicity of the case by any party to the proceeding.

j. All files of cases in which a final decision has been rendered by a Board of Appeals of a District or of the Synod shall be preserved in a locked file in the custody of the President of the Synod. Any such closed files shall be opened only with the approval of the Synod's Board of Appeals.

k. The rules shall provide for petitions for review by a Board of Appeals of its decisions.

E. BOARD DECISIONS

5.51 Majority Vote

A Board of Appeals shall decide each case by the vote of a majority of members qualified to decide the case. In the case of a tie vote the previous decision shall be sustained.

5.53 Quorum

No decision of a Board of Appeals shall be valid or binding unless at least a majority of the members of the board shall have been involved in the decision-making process.

5.55 Time Limit

A District Board of Appeals shall decide within a three-month period any case involving expulsion

from membership in the Synod of a member who is under suspension while the appeal is pending.

5.57 Financial Reimbursement

In any cases in which a Board of Appeals, either of a District or of the Synod, shall decide that the suspension of an individual member of the Synod should be set aside, such Board of Appeals shall, as part of its decision, determine the extent to which and the manner in which such individual shall be reimbursed for any loss of income suffered during the period of suspension, and such determination of the Board of Appeals shall be binding on all parties, even though the case may be appealed to the synodical Board of Appeals and even though the decision of the District Board of Appeals may ultimately be reversed by the synodical Board of Appeals.

5.59 Reporting the Decision

The decision of a Board of Appeals shall be reported to the parties and to either the District President or the President of the Synod, as the case may be, and the District President or the President of the Synod, as the case may be, shall take such action as shall be appropriate under the circumstances.

5.61 Decision in Writing

The decision of a Board of Appeals shall be in writing and (a) shall make a finding of facts and (b) shall state the conclusion(s) of the board and its reasons for such conclusion(s).

5.63 Congregation's Right of Self-Government

When an appeal arises from a decision of a congregation pursuant to Section 5.21 b, the congregation's right of self-government shall be recognized. A Board of Appeals may therefore only review the action of the congregation according to the Word of God and shall either uphold the action of the congregation or advise the congregation to review and revise its action. If the congregation does not revise its action, the other congregations of the Synod shall not be required to respect such action, and the District shall take such action with respect to such congregation as it may deem necessary.

5.65 Decision Final and Binding

In all cases other than those which arise from the decision of a congregation pursuant to Section 5.21 b, the decision of the Board of Appeals of the Synod and of the District (where no further appeal is taken) shall be final and binding upon all concerned.

F. DEFINITIONS

5.71 Terms as Used in This Article

a. "Organization owned and controlled by the Synod" shall be construed to include any board, department, division, committee, or commission of the Synod, Radio Station KFUD, Concordia Historical Institute, The Lutheran Church — Missouri Synod Foundation, Concordia Publishing House, and all educational institutions operated by the Synod, but shall not for the purposes of this article include the Districts of the Synod.

b. "Member of the Synod" shall include any individual or congregation holding membership in the Synod within the meaning of Article V of the Constitution of the Synod.

c. "Position" shall include (1) membership on a board or commission, (2) status as an officer (including a Circuit Counselor), and (3) any executive or administrative employment, regardless of whether the position was filled by election, appointment, or call.



VI. HIGHER EDUCATION

A. BOARD FOR HIGHER EDUCATION

6.01 Personnel and Election

A Board for Higher Education consisting of three pastors, one teacher or superintendent of Christian day schools, and three laymen shall be appointed by the President of the Synod subject to the approval of the Council of Presidents. Vacancies shall be filled in the same manner.

6.03 Functions of Board

The board shall strive to maintain the educational institutions of the Synod at a high level of efficiency and through their respective Boards of Control and faculties generally promote, improve, supervise, and direct adequate education for the preparation of its ministers and teachers, and assist, encourage, and advise with regard to means and objectives of higher Christian education, always keeping in mind the specific religious, spiritual, and professional ideals and objectives of our whole educational system.

6.05 Duties

The board, in carrying out its functions, shall —

a. supervise the execution of all rules, regulations, and resolutions of the Synod relating to its educational system or its institutions;

b. determine, direct, and supervise, within the intent and resolutions of the Synod, the educational and administrative standards, policies, and procedures of the Synod's educational system and institutions;

c. prescribe such student admission and transfer standards as are required in the interest of effective educational procedures and are in harmony with the Synod's objectives of professional training and commensurate with the purposes and capacities of the individual institutions;

d. study the curricula in operation at each of the educational institutions of the Synod to determine whether these are adequate to carry out the synodically prescribed purposes of the school; assure itself that the policies and standards pursued at the institution are in harmony with the synodically pre-

scribed purposes of the school; direct the institution to take appropriate corrective measures where changes and improvements are necessary to bring the school into harmony with synodically prescribed objectives;

e. study and survey, or cause to be studied and surveyed, with the necessary professional assistance, the trends and the philosophy of modern education; determine the relation and the implications thereof to the Synod's educational standards, policies, and objectives; make the results and conclusions of such studies and surveys available to the faculties of the Synod's educational institutions and to the Synod generally;

f. provide for visits to the institutions and require stated reports from the boards of control, the presidents, and the faculties;

g. assess its need for professional staff, prescribe duties and functions to each position, determine the qualifications necessary to fill the respective offices, and, with the approval of the President of the Synod, engage the necessary personnel;

h. engage such additional clerical and professional help as may be necessary;

i. gather, prepare, and maintain records and details of scholastic attainments, academic qualifications, and relevant data concerning persons qualified to teach at the educational institutions of the Synod. The board shall make available all these records and data to the Boards of Control of the Synod's educational institutions and to persons who are authorized to participate in calling or otherwise engaging personnel for the teaching staffs of these educational institutions;

j. be responsible to the Board of Directors for matters relating to planning, locating, and constructing educational facilities as well as for general supervision of maintenance and repair of the Synod's educational properties and for discharge by each Board of Control of its responsibilities in constructing or maintaining the physical properties of its institutions, except that the Board of Directors is directly responsible for all legal aspects of such operations;

k. convey its recommendations to the Board of Directors in all matters relating to purchase, lease,

rental, or construction of any buildings of the Synod's colleges or seminaries;

l. make recommendations to the Board of Directors as to the order in which specific educational projects for which the Synod has made appropriations shall be carried out;

m. gather and make available application forms, statistical data, and other pertinent material relative to the Student Aid Programs of the Districts, and encourage and assist the Districts in obtaining uniformity in the policies and practical administration of these programs;

n. develop plans and procedures for Synodwide recruitment and enlistment of students for the pastoral and teaching ministries and other approved synodical training programs;

o. provide professional guidance in cooperation with the synodical Board of Parish Education to area Lutheran high school associations and to community Lutheran high schools;

p. have authority, after receiving the consent of the Boards of Control of the colleges involved and with the approval of the synodical Board of Directors and the Council of Presidents, to consolidate colleges to the extent required by the church's professional needs and by its financial condition;

q. have discretionary authority to assign specialized and graduate programs to appropriate schools in such a way that unnecessary duplication is avoided and that any existing unnecessary duplication is ended; without, however, altering or extending the synodically assigned purpose of the schools involved;

r. have authority with the approval of the Board of Directors of the Synod, the Council of Presidents, and the local Board of Control, to grant approval and to permit development of such carefully prepared 4-year programs as serve the purposes of the church and are economically defensible;

s. have such additional powers, duties, and jurisdiction as may from time to time be prescribed and authorized by resolution of the Synod.

6.07 Advisory Council

The presidents and acting presidents of the Synod's educational institutions in the United States

and Canada shall constitute an Advisory Council, which shall meet at the call of the board.

6.09 Duties of Advisory Council

The Advisory Council shall meet at the call of the Board for Higher Education. It shall study such problems and issues in the field of higher education and of the educational system and institutions of the Synod and such other matters as may be assigned to it by the Board for Higher Education; and it shall report the results and conclusions of its studies to the Board for Higher Education for consideration in determining and fixing the educational policies, standards, and procedures for the educational system and educational institutions of the Synod.

6.13 Other Meetings

The Board for Higher Education shall be authorized to convene selected faculties or faculty members or administrators or other educational personnel for conferences which are in the mutual interest of the educational program of the Synod and the individual colleges and seminaries. Funds for such purposes shall be included as estimates in the annual work program proposed for administrative purposes by the Board for Higher Education.

B. BOARDS OF CONTROL

6.21 Purpose of Boards of Control

The Synod administers each educational institution of the Synod through a Board of Control, which is to provide effective local administrative organization, to facilitate the achievement of the purposes for which the Synod operates and maintains the respective institution, and to foster and safeguard its religious, academic, and financial interests in it.

6.23 Personnel of Boards of Control

Each Board of Control shall include:

a. The President of the District in which the synodical institution is located. He may designate a District Vice-President as his standing representative.

b. At least five and no more than nine members, as specified by the charter or corporate articles of

the institution, who shall be elected at the conventions of the Synod for terms of 4 years in such manner that about one half of the members shall be elected at each convention of the Synod. The elective members shall include:

1. one to three pastors;
2. one or two teachers;
3. three to five laymen.

c. The President of the Synod shall appoint a Vice-President of the Synod to serve as a member of the Board of Control of each theological seminary.

6.25 Qualifications of Elective Members

a. Pastors elected to Boards of Control shall be members of the Synod and shall hold membership in a member congregation of the Synod.

b. Teachers elected to Boards of Control shall be members of the Synod and shall hold membership in a member congregation of the Synod.

c. Laymen elected to Boards of Control shall be members of member congregations of the Synod.

d. Board membership shall be broadly representative of the Synod and preferably should include representation from more than one synodical District. Not more than two of the elective members shall be members of the same congregation.

e. Lay members of the Board of Control should be representative of various occupations.

f. Members of the Board of Control shall not be on the salaried staff of a synodical educational institution.

6.26 Prohibition of Conflict of Interest

Members of a Board of Control shall not enter into gainful business contracts or transactions with the institution.

6.27 Election of Elective Members

a. The Committee for Convention Nominations shall solicit names of suitable candidates for the Board of Control of each educational institution of the Synod and compile a list of candidates in accordance with the specific provisions of Section 2.147 and Sections 6.23 and 6.25 of the Bylaws of the Synod.

b. The required number of elective members for

each Board of Control shall be elected by the voting delegates to the convention.

6.29 Vacancies

Boards of Control shall fill vacancies occurring in their elected membership, subject to the approval of the President of the Synod.

6.31 The Board's Executive

The authority and responsibility of the Board of Control shall reside in the board as a whole. The board shall delegate the application of its policies and the execution of its resolutions to the president of the institution as its executive officer.

6.33 Board of Control Meetings

a. The Board of Control shall meet at regular intervals. It shall meet at least three times each year, including special meetings.

b. The president of the institution shall attend Board of Control meetings in an advisory capacity. The president may with the board's consent occasionally ask other institutional officers to assist in reporting on special matters.

6.35 Board of Control Organization

a. Each Board of Control shall elect a chairman, a vice-chairman, a secretary, and any other officer whom its charter or corporate articles may require.

b. Each Board of Control may appoint necessary standing and special committees accountable to it.

6.37 Relation to the Synod and Legal Capacity

a. Each Board of Control shall operate and manage its institution as the agent of the Synod, in which ownership is primarily vested and which exercises its control through the Board of Directors as custodians of the Synod's property, the Board for Higher Education, and the respective Board of Control. All matters which according to synodical regulations require the attention of any board, agency, or officer of the Synod shall be submitted to the Board for Higher Education for referral to the appropriate board, agency, or officer.

b. Each Board of Control shall constitute the governing body of its respective institution. It shall constitute the body corporate of such institution and shall be vested with all powers which its mem-

bers may exercise in law either as directors, trustees, or members of the body corporate, unless in conflict with the laws of the domicile of the institution or its articles of incorporation. In such event the Board of Control shall have power to perform such acts as may be required by law to effect the corporate existence of the institution.

c. Each Board of Control of an institution, or the body corporate thereof, shall receive all grants, gifts, devises, and bequests, either by deed or will or otherwise made to such institution. Report and delivery thereof shall be promptly made to the Treasurer of the Synod or such other person as may be designated by the Board of Directors. If delivery is precluded by law or the terms of the grants, gifts, devises, and bequests, the Board of Control shall hold and administer the same, in accordance with the terms of the instrument creating such gift, under the direction of the Board of Directors of the Synod.

d. Each Board of Control of an institution, or the body corporate thereof, shall let all contracts and assume all financial obligations and contractual responsibilities in the name of its respective institution and shall supervise and control the execution thereof under the direction of the Board for Higher Education, which is responsible to the Board of Directors of the Synod for the discharge by each Board of Control of its responsibilities in these operations, except that the Board of Directors is at all times directly responsible for all legal aspects of such operations.

e. The charter, articles of incorporation, constitution, and bylaws of each institution shall conform to and be consistent with those of the Synod. Changes in them shall receive the prior consent of the Board for Higher Education and, where applicable in property and financial matters, of the Board of Directors.

f. The Board of Control shall have no power to close its institution or to sell all or any part of the property which constitutes the main campus of such institution, such power being reserved to the Synod itself in convention.

6.39 General Functions and Duties

a. The Board of Control shall make certain that the work of the institution entrusted to its care is

carried on effectively, in accordance with the theological and academic standards of the Synod. To this end it shall require regular and special reports from the president as its executive officer, or through him from other officers, instructional staff members, or employees of the institution, and through formal and informal tours of the campus and attendance at its activities.

b. The Board of Control shall be responsible for the educational program and shall see to it that the curriculum approved by the Board for Higher Education for the respective institution is followed.

c. The Board of Control shall be responsible for the general welfare of its instructional staff members and other employees, for their working conditions, and for the proper housing of instructional staff members. It shall adopt standards and regulations governing the off-campus activities of instructional staff members and other employees of the institution. It shall develop policies to include salary and wage scales, provisions for tenure, promotion, vacations, periodic health examinations, sick and service leaves, dismissal, retirement and pension, and other employee welfare and benefit provisions.

d. The Board of Control shall be responsible for the general welfare of the students of its institution, the adequacy of their housing and boarding facilities, the health service available to them, the appropriateness of the cocurricular activities, as well as the off-campus interests, activities, and employment of the students.

e. The Board of Control shall be responsible for the efficient business management of its institution, in accord with the system of accounting and business practices and records as may be prescribed by the Board for Higher Education in consultation with the Board of Directors. The board shall exercise its responsibility in this area through a business manager appointed by it on recommendation of the president of the institution and responsible to him. The business manager shall keep accurate accounts of all moneys, goods, property, and assets entrusted to his care. He shall regularly deposit all moneys of the institution and its agencies in a bank or banks designated by the Board of Control, submit his books and records for inspection and audit, and for the faithful performance of his duties furnish

bond to the Synod in such amount as shall be determined by the synodical Board of Directors and at its expense.

f. The Board of Control shall be responsible for the condition of the physical property of its respective institution and shall operate, manage, control, and supervise the property, grounds, buildings, and equipment, and keep them in good repair and efficiency. It shall submit reports regarding property and maintenance annually, or on request, to the Board for Higher Education for referral to the Board of Directors as custodians of the Synod's property.

g. The Board of Control shall carefully supervise the collection and disbursement of all funds raised by students for student activities, as well as the funds derived from the college store and other agencies and sources.

h. The Board of Control may appoint, or cause to be appointed or elected, standing or special committees consisting of its members or of any other persons qualified to participate in the designated activity of the committee.

C. TEACHING STAFF AND FACULTY

6.51 The Faculty

a. The faculty of each synodical institution shall consist of the president, the administrative officers holding instructional rank, and the regular instructional staff members.

b. Special lecturers and substitute teachers shall hold advisory membership on the faculty.

6.52 Administrative Officers

a. Administrative positions may be created, modified, abolished, or have functions assigned to them by the Board of Control on recommendation by the president of the institution. Such offices are to be those made necessary by the functions assigned to the institution and appropriate to its size and internal organization. Appointments to these offices are to be for renewable terms. Ordinarily administrative officers are also to carry a partial teaching load.

b. Administrative appointments shall be made by the Board of Control on recommendation by the president of the institution. The Board for Higher

Education shall periodically review the internal administrative organization of the Synod's institutions.

6.53 Appointments of Members of the Faculty

a. The Board of Control, on recommendation of the president of the institution and with the prior consent of the Board for Higher Education, shall appoint the members of the faculty. Initial appointments to the theological seminaries require also the prior approval of their electors.

b. Appointments shall ordinarily be for terms of one to four years. Appointments with permanent tenure may also be made if the candidate has already been granted permanent tenure by another educational institution of the Synod or if the requirements for the granting of permanent tenure are satisfied at the time the appointment is made.

c. The Board of Control may decline to renew the appointment of a faculty member without tenure at its discretion and without formal statement of cause. If reappointment to the teaching staff is not contemplated, the Board of Control shall so notify the faculty member, through the president of the institution, at least 6 months prior to the expiration of the current appointment.

d. The terms and conditions of every appointment shall be stated in writing and be in the possession of both the institution and the prospective faculty member before the appointment is consummated. Limitations of academic freedom because of the religious nature and aims of the institution shall be stated in writing at the time of the appointment and conveyed to the person being appointed.

e. From time to time the Board for Higher Education shall provide general statements on selection and advancement criteria based on academic, professional, ministerial, or other applicable qualifications.

f. Ordinarily candidates for teaching positions with tenure on the Synod's instructional staffs shall be graduates of a theological seminary or teachers college affiliated with the Synod or shall have achieved such status by colloquy. When, exceptionally, laymen are involved, they should be persons who are solemnly pledged to the Holy Scriptures as the inspired Word of God and to the Lutheran Confessions.

6.54 Permanent Tenure

a. The Board of Control may grant permanent tenure at any time to any member of the faculty, regardless of rank, upon the recommendation of the president and with the prior consent of the Board for Higher Education and the electors of the institution (see 6.115).

b. The electors may grant such consent by any appropriate procedure 4 weeks after a notice of the intent to grant tenure has been published in the official publications of the Synod.

c. If a faculty member completes 7 years of creditable service (periods of leave are not included) as a member of the faculty of one or more educational institutions of the Synod of collegiate or seminary level, at least the last four of which shall be in the institution he is currently serving, and has not been granted permanent tenure, he shall be granted permanent tenure. His 7 years of creditable service shall be deemed sufficient satisfaction of all probationary requirements.

d. The granting of permanent tenure shall in no case be construed as requiring or indicating advancement in rank.

6.55 Ranking of Members of Staff

a. The Board of Control shall determine the assignment and rank of members of the faculty and of the administrative officers.

b. The approved nomenclature for the ranks of faculty members is: instructor, assistant professor, associate professor, professor.

c. The descriptive prefixes "visiting" or "guest" may be used, when appropriate, with the designation of any rank. The descriptive suffix "emeritus" may be used, when appropriate, with the designation for any rank, by special resolution of the Board of Control in the case of each person to be so designated.

d. Persons appointed with the designation "graduate assistant" shall not be voting members of the faculty but may be granted other faculty privileges and benefits as determined by the Board of Control.

6.57 Salary Schedules

The salary schedules of all institutional employees shall be fixed by the Board of Directors

on recommendation of the Board for Higher Education.

6.59 Faculty Organization and Meetings

a. Instructional staff size or special synodical responsibilities may lead to the organization of a faculty senate.

b. Faculty and faculty senate meetings shall be held at regular intervals.

c. Special meetings of the faculty or of the faculty senate may be called by the president.

d. In the president's absence the designated acting president shall preside at regular and special meetings.

e. The faculty shall elect a secretary and provide for the election of committees, consisting of faculty members or of faculty members and other persons, who shall study, evaluate, and report to the faculty on policy matters affecting the activity of the institution, the activity and welfare of the members of the faculty, and the life and welfare of the students.

6.61 Institutional Educational Policies

a. Each faculty shall adopt rules and regulations for the admission, transfer, dismissal, or withdrawal of students, fix the standards of scholarship to be maintained by students, determine criteria for their promotion, graduation, or failure, act on recommendations in the matter of granting certificates, diplomas, and such academic or honorary degrees as may lawfully be conferred by the institution.

b. Each faculty shall develop and construct curricula implementing the recognized and established purposes of the institution and designed to attain the synodically approved objectives of training for professional church workers. Each faculty shall pursue the improvement of teaching and learning and the evaluation of their effectiveness in every segment of the institution and its curriculum.

c. Each faculty shall develop policies, standards, and programs for the out-of-class life and activity of its students so that the cocurricular and off-campus activities of the student contribute to the attainment of the educational objectives of the institution. The faculty shall draw up such standards, criteria, and regulations as will be conducive to the

cultivation of a Christian deportment on the part of all students, will stimulate the creation of a cultured and academically challenging atmosphere on and about the whole campus, and will make a spiritually wholesome community life possible.

d. Each faculty shall develop policies, standards, and regulations that will contribute to the maintenance of wholesome conditions of instructional staff service and welfare.

e. The faculty of each institution which trains professional workers directly for service in the Synod shall conform its placement policies to the synodical provisions for the distribution of candidates and workers through the synodical Board of Assignments.

6.63 Institutional Policy Formation

a. The regulations, standards, criteria, policies, programs, and curricula developed and adopted by each synodical faculty shall be submitted for approval to the respective Board of Control.

b. After approval, these regulations, standards, criteria, policies, programs, and curricula shall be administered and applied by the administrative officers of the institution.

c. The Board for Higher Education shall periodically review the institutional policies, programs, and curricula to determine whether they are consistent with the stated objectives of the Synod's educational system and its institutions.

6.65 Evangelical Discipline and the Right of Appeal

a. Each faculty shall develop, formulate, promote, and foster ideals, standards, and criteria of personal conduct and of the community life of the campus worthy of the Christian calling and of ministers in training for the church.

b. Each Board of Control, on recommendation of the faculty, shall adopt a comprehensive policy statement committing the school and its officers to the principles of Christian discipline, evangelical dealing, and good order governing the students individually and collectively.

c. Each student, together with his parents and advisers, shall be informed regarding the disciplinary policy and procedure and under what condi-

tions and to whom an appeal from a disciplinary decision may be made. The proper line of appeal proceeds from the student and his faculty counselor through the dean of students to the president as chief executive of the institution.

6.69 Grants for Advanced Study

The Boards of Control of the Synod's institutions shall recommend subsidies for advanced study by instructional and administrative personnel when such additional study is made mandatory or desirable by local circumstances beyond the control of the personnel involved (e. g., addition of courses, request to assist in library administration, guidance work, requirements of achieving or maintaining accreditation, modifications which the Synod requires the school to make in its program, etc). Such recommendations are to become effective on review and approval of the Board for Higher Education.

6.71 Sabbatical Leave and Leave of Absence

a. The Board of Control, with approval of the Board for Higher Education, may grant any member of the instructional staff who has served 10 years at synodical institutions a sabbatical leave for one-half year with pay or for an entire year with half pay, to pursue advanced studies in his special field of work or in any other acceptable program of experience or research.

b. A Board of Control, with approval of the Board for Higher Education, may grant any member of the instructional staff a leave of absence for a fixed period of time to pursue advanced studies in his special field of work or to render particular service to the Synod or to its agencies. Time so spent on a special leave shall ordinarily not be charged against a subsequent sabbatical leave. Budgetary provisions shall be arranged in advance by the boards and agencies involved.

6.75 Controversies Among Faculty Members

Controversies and disagreements among members of the faculty (other than those set forth in 6.81) shall be submitted to the president of the institution for mediation. If this proves unsuccessful, he shall report the matter to the Board of Control for arbitration. After hearing the parties the board will render its decision, which shall be final.

A record of the proceedings shall be filed with the Board for Higher Education.

6.77 Termination of Tenure

Permanent tenure may be terminated for the following causes only:

- a. acceptance of another call;
- b. retirement;
- c. resignation;
- d. incompetency;
- e. incapacity;
- f. refusal to cooperate;
- g. neglect of office;
- h. conduct unbecoming a Christian;
- i. adherence to false doctrine.

6.79 Modified Service and Retirement

a. The president of a synodical institution may be honorably retired from his presidential responsibilities by action of the Board of Control, or at his request, at any time after the end of the school year in which he attains the age of 60, or after 15 years of service as president of the same school. He shall be relieved of his presidential responsibility at the end of the school year in which he reaches the age of 65.

b. A president who has been honorably retired from his presidential responsibilities shall ordinarily no longer be actively associated with the school which he last served.

c. A president who has been honorably retired may elect to serve under the direct jurisdiction of the Board for Higher Education. In such cases the retired president's compensation and benefits shall be a direct responsibility of the Board for Higher Education, and his responsibilities and assignments, if any, shall be determined by that Board.

d. Former presidents shall continue to hold the rank of professor if and when they become members of a faculty or staff of a synodical school or if they opt to serve directly under the Board for Higher Education. Former presidents shall also retain the synodical housing and retirement provisions for professors and administrators.

e. Faculty members may be honorably retired

or transferred to modified service by action of the Board of Control at the age of 65 or any year thereafter and shall be retired at the age of 75.

f. Service loads and conditions of service after age 65 shall be modified according to individual capacity and shall be determined by the Board of Control.

g. The compensation of a faculty member who is on modified service may be reduced provided that the Board of Control shall, upon diligent and regular inquiry, satisfy itself that the total income available to him is sufficient to provide a level of living appropriate to his status.

6.81 Incompetency or Incapacity

A Board of Control, after due investigation of the facts and circumstances and after consultation with the Board for Higher Education, may relieve of his office any member of the administrative or teaching staff who is manifestly and demonstrably incompetent or incapacitated for the successful performance of his duties because of physical, mental, or emotional disabilities.

6.83 Removal from Office

The Board of Control shall duly investigate all the facts and circumstances and shall refer its findings to the Board for Higher Education when a member of the administrative or teaching staff of any institution is to be formally charged with contumacious refusal to cooperate with the president and faculty of the institution and officers and boards of the Synod to an extent that will injure or interfere with the purpose and objectives of the institution, or with willful neglect of official duties, or with conduct unbecoming a Christian, or with promulgation of and adherence to false doctrine. If the Board for Higher Education concurs in the findings, it shall make necessary recommendations to the District President, who is to proceed according to Sections 5.31 ff., with the provision, however, that in the event of a suspension the case shall be submitted to the synodical Board of Appeals.

D. THE PRESIDENT OF THE INSTITUTION

6.91 Authority and Duties

The president of each of the Synod's institutions shall be the spiritual, academic, and administrative

head thereof and shall be the executive officer of the Board of Control. The Synod, its boards, and its members shall first of all hold him responsible in all matters pertaining to the institution. In the exercise of his office he shall be charged with duties and vested with authority as follows:

a. He shall represent the institution in its relations to the Synod and its officers and boards.

b. He shall supervise, direct, and administer the affairs of the institution in all its departments pursuant to the rules and regulations of the Synod and its boards and agencies, and the policies of the Board of Control.

c. He shall make pertinent recommendations to the Board of Control and bring to its attention matters which require its consideration or decision.

d. He shall be the academic head of the faculty and preside at its meetings. He shall be an ex-officio member of the standing committees of the faculty and of its instructional divisions or departments.

e. He shall periodically visit the classes of professors and instructors, observe their efficiency and the execution of the prescribed curriculum, and in general secure conformity in teaching efficiency and subject matter to the standards and policies prescribed by the Synod through the Board for Higher Education.

f. He shall advise and admonish in a fraternal spirit any member of the faculty found dilatory, neglectful, or inefficient in his duties. Should this action prove ineffective, he shall request selected members of the faculty privately to engage their colleague in further fraternal discussion. If this results in failure to correct or improve the situation, the president shall report the matter to the Board of Control with his recommendations for action.

g. He may, in his efforts to devise the most effective administrative structure for the institution, delegate one or more of his functions to a member of the faculty or may assign previously delegated functions to another faculty member. Standing administrative assignments shall be made by the Board of Control on his recommendation.

h. He shall be responsible for the provision of adequate spiritual counsel for every student. His

primary teaching area shall be religion, theology, or vocational orientation.

i. He shall carefully watch over the spiritual welfare, personal life, conduct, educational progress, and physical condition of the students and in general exercise such Christian discipline, instruction, and supervision as may be expected at a Christian educational institution.

j. He shall be responsible for the employment, direction, and supervision of all employees of the institution.

k. He shall be responsible for the business management of the school and for the proper operation and maintenance of grounds, buildings, and equipment. He shall make periodic and special financial reports to the Board of Control.

6.93 Acting President

The Board of Control shall designate a faculty member of the institution as acting president to serve in case of the president's absence, his temporary incapacity, or a vacancy in the office.

E. ELECTION OF PRESIDENT

6.101 Call for Nominations

The Board of Control, with prior consent of the Board for Higher Education, shall issue in the official publications of the Synod a call for the nomination of candidates for the presidency of the institution. The call for nominations shall describe the office and the qualifications desired to fill it.

6.103 Who May Nominate Candidates

Candidates may be nominated by congregations of the Synod, the Board for Higher Education, the Board of Control, and the faculty of the institution.

6.107 Publication of Names of Nominees

All nominations must be filed with the secretary of the Board of Control within 90 days of the date of its published request unless the request sets a later date. The secretary of the Board of Control shall thereupon publish the names of the nominees in the official publications of the Synod, stating also the date on which the election is to be held, which shall be not less than 6 weeks after the date of the

publication of the names of the nominees. Copies of the notice shall at the same time be sent to the President of the Synod and the Board for Higher Education.

6.109 Recommendations or Objections

All recommendations, statements of qualifications of any nominees, or objections to any nominee with reasons therefor, must be filed with the Board of Control before the time fixed for the election. If a charge of false doctrine or offensive life is registered, the Board of Electors shall investigate and reach a decision on such charge before proceeding with the election.

6.113 The Faculty Committee

A committee elected by the faculty shall make a careful analysis of the needs of the institution, the requirements of the Synod, and the academic and personal qualifications of the nominees. To this end the secretary of the Board of Control shall make available to this committee all information, recommendations, and objections which he shall receive. On the basis of its studies the faculty committee shall make pertinent recommendations to the electors with regard to the choice of a suitable person from a list of candidates which they propose for the electors' consideration.

6.115 Electors

At a meeting of the Board of Control held to elect a president, there shall be present and voting as electors: the members of the Board of Control as a group with one vote (the District President not voting with the board); the President of the synodical District or his official representative with a distinct vote; the President of the Synod or his official representative with one vote; and the chairman of the Board for Higher Education or his official representative with one vote.

6.117 Elections

The election shall be held on the day designated in the notice published in the official publications of the Synod or as soon thereafter as feasible; and after due consideration of the recommendations and statements of qualifications submitted on be-

half of all nominees, or of objections to any, there shall be elected from the list of candidates proposed by the faculty committee or as amended by it after mutual consent with the electors, as the case may be, the person best qualified for the position to be filled, or the Board of Control shall be requested by the electors to postpone the election or to issue a new call for nominations as conditions may indicate.

6.119 Publication of Election

The name of the person elected shall be published in the next issues of the official publications of the Synod.

6.121 Formal Call

The Board of Control of the institution shall extend the formal call promptly after the election.

6.123 Procedure if Call Is Declined

Whenever a call is declined, the chairman shall promptly call another meeting of the electors, at which meeting the call may be reissued or another person be elected from among the remaining candidates or the Board of Control be requested to issue a new call for candidates.

F. FINANCES

6.141 Uniform Accounting Methods

The Board for Higher Education shall, in consultation with the Board of Directors and on the basis of reasonable and generally accepted educational practice, establish and prescribe uniform accounting methods, financial controls, budgetary classifications, and allocations for operating income and costs and for capital investments of each of the educational institutions of the Synod.

6.146 Budget Adjustments

a. The Board for Higher Education shall have responsibility for the proper administration of the subsidy of the educational institutions.

b. The Board of Control may on recommendation of the president of the school make necessary internal transfers of current budget funds from one classification or account to another within the insti-

tution's budget. Notification of this internal transfer of current funds is to be conveyed to the Board for Higher Education.

6.147 Budget for Capital Improvements

On a regular basis, the schedule to be determined by the Board for Higher Education, the Board of Control shall submit to the Board for Higher Education proposals for major repairs, capital improvements, and purchase of equipment. After due consideration of these proposals, the Board for Higher Education shall submit its recommendations to the Board of Directors.

6.149 Objections to or Changes in Budget

The Board for Higher Education shall give notice to the respective Board of Control of any objection to, or of a proposed change in, the budget (either operating or capital-investment) submitted by such board and shall, upon request, give a hearing to such board with reference thereto, prior to transmitting the same to the Board of Directors or the President of the Synod, as the case may be.

6.151 Contracts for Capital Improvements

Each Board of Control shall make all contracts for major repairs, capital improvements, and expansion of the physical plant and equipment of its institution only after recommendation of the Board for Higher Education and on the authority of the Board of Directors of the Synod and shall supervise and control the execution thereof on behalf of and by order of the Board of Directors.

6.153 Business Management

a. The Board of Control, on recommendation of the president, shall appoint a business manager. He shall keep accurate accounts of all funds, goods, property, and assets received and disbursed by the institution in accordance with the system of accounting and business records prescribed by the Board for Higher Education in consultation with the Board of Directors. He shall deposit all funds in a bank or banks designated by the Board of Control, prepare regular financial reports to be transmitted to the Board of Control through the president, submit his books, records, files, and in-

ventories for inspection and audit, under bonding for the faithful performance of his duties.

b. The Board of Control is responsible for the supervision and management of student affairs, of the finances and budgets of student organizations, ventures, and services, and of properties used or acquired by student enterprises and organizations. The policies governing each student organization and its enterprises are to be submitted to the Board of Control for its review and approval.

c. All surplus institutional funds above an adequate working balance shall be deposited with the Treasurer of the Synod.

G. SPECIFIC REGULATIONS FOR EDUCATIONAL INSTITUTIONS

6.161 Special Academic Programs

a. The educational institutions of the Synod may be authorized by the Board for Higher Education to conduct summer schools under the direction of the respective Board of Control and faculty for regular and special students and for the in-service education of pastors and teachers.

b. The terminal institutions of the Synod may be authorized by the Board for Higher Education to conduct schools for graduate studies or correspondence schools under the direction of the respective Boards of Control and faculties for regular and special students and for the in-service education of pastors and teachers.

c. The Board for Higher Education shall aid the institutions operating approved summer schools, schools for graduate studies, or correspondence schools in securing teaching personnel, preparing adequate curricula and programs of studies, and coordinating the programs of the various institutions offering such special programs and shall assist in the financing of these programs where this becomes necessary.

6.162 The Transfer Student

A qualified student applying for admission to an educational institution of the Synod after previous attendance at another synodical institution shall be admitted only after the admitting institution has received proper credentials, cumulative records, and

a recommendation from the president of the synodical institution which the student last attended.

6.163 Eligibility and Placement of Church Workers in the Synod

a. Every regular student, special supply student, vicar, or graduate of an authorized synodical institution or approved synodical training program declared qualified for placement shall be assigned his first permanent placement in church service by the Council of Presidents, acting as the Board of Assignments.

b. Students who have not completed their program of studies at the Synod's educational institutions shall not be eligible for temporary or permanent engagement by congregations or other agencies within the Synod without the consent and approval of the respective faculty and District President. The faculties of the Synod's terminal schools shall consider applications for temporary supply work by their students only when such applications have received prior approval of the respective District President.

c. A year of supervised fieldwork is required of all theological students before graduation. Ordinarily this experience is to be gained in the second year before graduation.

d. Candidates eligible for calls are students who have completed the prescribed courses of studies, have received their diplomas from their respective institutions, and have in every respect been declared qualified by the faculties for their specific type of service in the church.

e. Women graduates of the Synod's teachers colleges or women who have given satisfactory evidence of having met the minimum requirements of the Synod are eligible for teaching positions in the schools of the church and shall receive their teaching placement through the Board of Assignments.

f. A graduate of one of the Synod's terminal schools who desires to continue his professional studies after he has completed the prescribed undergraduate curriculum or who for any other valid reason is not ready for his first placement in the church shall continue to be eligible for unqualified recommendation for placement as long as he can be recommended by the faculty of the institution from

which he has graduated. The respective faculty shall annually ascertain through personal interviews with the candidate or through satisfactory testimonials that each candidate so classified is still qualified for recommendation for regular placement in the church.

6.169 Teachers Colleges

a. Students who for any reason have not completed their studies at the Synod's teachers colleges shall not be eligible for temporary or permanent service in congregations without the consent and approval of the respective faculties and District Presidents.

b. Women graduates from the Synod's teachers colleges or such women as have given satisfactory evidence of having met the minimum requirements set by the Synod are eligible for teaching positions in the Synod's schools. To obtain such positions, these women shall present themselves for placement by applying to one of the teachers college faculties, who through their placement committees will present these candidates to the official synodical committee for assignment to teaching positions. Congregations may obtain these women teachers by making formal applications, endorsed by the respective District President, to the faculties of the teachers colleges.



VII. PARISH EDUCATION AND SERVICES

A. CHRISTIAN EDUCATION AS A FUNCTION OF THE CHURCH

7.01 Christian Education in the Program of the Church

One of the basic tasks of the church is to edify the body of Christ. This work of Christian education is a ministry of Christ's members to Christ's members in Christ's name. Only through the use of God's Word can the growth processes described in Ephesians 4:12-13 be achieved: the "equipping of the saints," the "building up of the body of Christ," growth in the "unity of the faith," growth in "knowledge of the Son of God," growth toward "mature manhood," and growth "to the measure of the stature of the fullness of Christ." The Spirit of God works through the Word of God to nurture Christian growth in faith, in knowledge, in attitude, in conduct, and in the skills of discipleship.

The Synod urges that every congregation recognize that the process of making disciples for Christ is a lifelong process:

a. It begins in the concern of the church for the newly baptized infant.

b. It continues through childhood, youth, and adulthood.

c. It depends on the role of the Christian home as a Christian school for its members.

d. It involves all informal as well as formal educational programs of the church for all age levels particularly in the local parish.

7.02 Christian Education a Shared Responsibility

Christian education is a responsibility of both the home and the church. To parents the words of Ephesians 6:4 and Deuteronomy 6:6-7 point up the necessity of bringing up the children in the discipline and instruction of the Lord and of teaching God's Word diligently.

To the church the words of Matthew 28:19-20; 2 Peter 3:18; Ephesians 4:16; and 2 Timothy 3:17 become the directive to make disciples for Christ, help the individual grow unto the stature of Christ, and to help equip the individual for every good work.

Since both home and church must do their full duty, each in its own sphere and both in cooperation with each other, the Synod urges —

a. that every congregation in the Synod provide a program of Christian family life education;

b. that every congregation in the Synod be mindful of its great responsibility to provide an effective program of Christian education for all age levels. God has clearly set forth His will regarding Christian education, but He has not identified the specific agencies we are to use. Full-time Christian schools are the ideal at all grade levels, for they aim at developing a Christian world view and provide for the continuous nurture of Christian faith and life. Where full-time schools are not possible, the congregation must bend every effort to achieve the maximum development of the part-time agencies.

7.03 Instruction for Confirmation

In harmony with the best traditions of the Lutheran Church, every pastor of the Synod shall regard the careful and conscientious instruction of catechumens preparatory for confirmation as one of the primary duties of his ministry. This duty must be regarded as particularly urgent when the catechumen has had no religious training or Christian background.

7.05 Lutheran Elementary and Secondary Schools

The most effective educational agencies available to the church for equipping God's people for ministry are the full-time Lutheran elementary and secondary schools. The Synod therefore urges —

a. that congregations of the Synod establish elementary and secondary schools wherever possible, either singly or in conjunction with other congregations;

b. that elementary and secondary schools be stressed in the mission of the church, both in self-sustaining and in subsidized congregations; and that the Synod through the Districts advance the cause of the elementary and secondary schools by granting subsidies to schools where such action is necessary;

c. that congregations seek to engage as teachers in their schools such men and women as have been trained in the Synod's teachers colleges or have the

equivalent qualifications as to both character and professional training;

d. that congregations extend permanent calls to teachers eligible for calls, that they pay equitable salaries to their teachers and give them any financial aid needed to make further study and professional growth possible;

e. that congregations provide the physical plant and equipment needed for a modern and efficient instructional program: well-planned buildings, adequate grounds, suitable equipment, and effective materials of instruction; that they use such instructional materials as will achieve the objective as stated in Section 7.01, using, as far as possible, textbooks published by the Synod.

7.07 Sunday Schools

The Sunday school is an important teaching department and a valuable mission agency of the church. The Synod therefore urges —

a. that congregations and preaching stations in the Synod put forth earnest efforts to conduct Sunday schools which provide Christian instruction at all age levels;

b. that all Sunday schools use the Synod's Sunday school literature;

c. that all pastors and congregations provide for careful and efficient supervision of their Sunday schools and adequate Sunday school teacher training for all their teachers and to that end establish regular weekly Sunday school teacher meetings and Sunday school institutes and use every other means at their disposal to improve the teaching ability of the men and women appointed to give instruction in the sacred doctrines of the Christian religion;

d. that District Boards of Education and officers foster and direct Sunday school leadership training programs in their respective Districts.

7.08 Weekday School

There are several kinds of weekday schools: Saturday school, with religious instruction in the morning or afternoon; the midweek school, with religious instruction after school hours; and released-time, with religious instruction during the time children are released by the public school to the local church. Each of these types of the weekday

school provides significant opportunities for Christian education. The Synod therefore urges —

a. that every congregation evaluate periodically the opportunities it provides for all its children for more intensive and extensive nurture in the Christian faith and life;

b. that for children not attending a Lutheran elementary or secondary school a weekday school be provided;

c. that all weekday schools use the Synod's weekday curriculum materials.

7.09 Vacation Bible School

The vacation Bible school provides an excellent opportunity to augment and supplement the Christian education provided by other agencies and to serve as an aid to mission outreach. The Synod therefore urges —

a. that congregations organize vacation Bible schools from the nursery level through the eighth grade or above for all of its children and for its mission outreach;

b. that congregations develop worthwhile vacation Bible schools by giving their workers adequate training, by providing effective leadership, and by publicizing their school in the community and in the congregation;

c. that all congregations use the Synod's vacation Bible school materials.

7.10 Youth and Adult Education

Christian education cannot cease at the childhood level, because youth and adults require continued support for their growing life experiences and because the task of educating the children demands adult leadership which is growing in Christian knowledge. The Synod therefore urges —

a. that every congregation provide a comprehensive program of Christian education for youth, young adults, and all adults through study programs in all societies and through classes for each level, utilizing also class opportunities apart from the Sunday morning Bible class;

b. that the congregations use the materials and services made available by the Board of Parish Education, the Board of Youth Ministry, the Walther

League, the Lutheran Women's Missionary League, and the Lutheran Laymen's League.

c. that the total postconfirmation education of the congregation be correlated by careful planning, clearly expressing the objective of a whole life in Jesus Christ, our Lord.

B. BOARD OF PARISH EDUCATION

7.23 Membership

The Board of Parish Education shall consist of three parish pastors, three teachers, and three laymen elected by the Synod, plus a representative from each of the seminaries and each of the teachers colleges appointed by the President of the Synod on recommendation of the Board of Parish Education.

7.25 Functions

The Board of Parish Education, in cooperation with the District Boards of Parish Education, shall in every possible manner assist the congregations of the Synod in arranging and carrying out a comprehensive and effective program of Christian education, so that the Gospel of Jesus Christ may become ever more effective in the life of the individual Christian and of the congregation.

The Board of Parish Education shall therefore —

a. assist in planning an effective program of parish education and especially seek to improve and extend the system of elementary and secondary schools in all congregations;

b. watch for all movements and tendencies which might endanger the program of parish education and marshal all available resources to counteract such tendencies and movements;

c. plan and direct the production of textbooks and other printed materials necessary to carry out an effective program of parish education;

d. assist in coordinating and integrating the various educational agencies and activities intended to promote parish education;

e. assist the District Boards of Parish Education in supervising and directing all formal educational activities of the congregations of the Synod, such as the Lutheran elementary and secondary schools, the Sunday school, summer school, vacation Bible

school, and the part-time weekday religious school;

f. initiate and direct research activities necessary to promote and improve parish education;

g. advise the Synod, its Districts, and congregations concerning problems, needs, and possibilities in the field of parish education;

h. arrange an educational conference of representatives of the Boards of Parish Education of the Synod and the Districts which, as a rule, shall meet every year;

i. provide a comprehensive program of leadership training materials to train church school teachers and church officers and to integrate the program with other leadership training in Bible institutes and camps;

j. conduct invitational meetings as needed with members of the departments of education of our colleges and seminaries to deal with basic problems of Christian education;

k. assist our families in the development of Christian family life on all age levels;

l. provide periodical literature such as story papers and devotional literature for children and periodicals for youth and adults.

7.29 Executive Secretary and Staff

The Board of Parish Education shall appoint an Executive Secretary and such additional staff members as are needed and authorized.

C. DISTRICT BOARD OF PARISH EDUCATION

7.41 Membership

Each synodical District shall elect or in some other way create a committee or board of parish education.

7.43 Functions

The District board shall cooperate with the Synod's Board of Parish Education and shall assist and advise the local congregation with regard to the whole range of Christian education on all age levels, helping the local congregation achieve the objectives and scope of Christian education as outlined in Section 7.01.

7.45 Director of Education

The Districts of the Synod are advised to provide for the systematic supervision and professional guidance and promotion of Christian education and to that end, wherever possible, establish and maintain the office of a full-time superintendent, director, or secretary of education, who shall be responsible to the District Board of Parish Education in the performance of his duties.

D. CONGREGATIONAL BOARDS OF EDUCATION

7.51 Functions

Every congregation should be encouraged to elect or in some other way create a board or committee of Christian education. This board as the agent of the congregation is to deal with the educational needs of the congregation. It concerns itself with education for all age levels and suggests policies for all the educational agencies.

E. HIGH SCHOOL ASSOCIATIONS

7.53 Encouragement to Form

Congregations in the same area should be encouraged to form associations to establish and maintain secondary schools and to seek the advice of Boards of Parish Education of the Synod and the Districts and of the Board for Higher Education for professional guidance in setting up the programs. The general supervision of this program, however, shall be provided by the District Board of Parish Education.

F. YOUTH MINISTRY

7.61 Purpose

The purpose of youth ministry is —

a. to proclaim among youth the presence, love, and power of God through faith in our Lord Jesus Christ, whose life, death, and resurrection has redeemed all people;

b. to equip youth for faithful service to God and His world by a ministry of the Holy Spirit through Word and sacraments;

c. to assist and train adults in building helpful Christian relationships with youth in contemporary culture;

d. to enable youth and adults to share their unique gifts in ministry to one another within the Christian community and in ministry to the world as the witnessing people of God;

e. to provide settings for Christian youth to demonstrate the mission of the church in word and life and for unclaimed youth to be exposed to the call of God in the Gospel.

7.65 Administrative Organizations

In support of the congregations of the Synod in the ministry among youth the following serve as administrative organizations:

- a. the youth ministry committee of the congregation;
- b. the District Board (or Committee) of Youth Ministry;
- c. the synodical Board of Youth Ministry;
- d. youth-led movements or associations, such as the Walther League.

G. BOARD OF YOUTH MINISTRY

7.71 Membership

a. The Board of Youth Ministry, consisting of one pastor, one teacher, one representative of one of our synodical schools, two laymen, and five young people, shall be elected by the Synod.

b. The young people shall be chosen for a 2-year term and shall represent the diverse interests and background of our church, conscious of age and ethnic groups.

7.73 Functions

The Board of Youth Ministry shall —

- a. act on behalf of the Synod to encourage and support a ministry among youth in all congregations and Districts;
- b. provide the Synod with a sound theological statement to serve as a means toward unity and coordination in the youth ministry;
- c. provide materials and training for youth and adults on parish and District levels for a variety of avenues in ministering to youth inside and outside the church;
- d. be responsible for the coordination of synodi-

cal efforts in the youth ministry and shall work cooperatively with other synodical boards and agencies in their concern for youth work, including evangelism, stewardship, social welfare, Bible study, family life, professional church service, Christian literature, and the like;

e. provide guidance for all forms of interparish ministry among youth developed within the Synod, such as the Walther League, youth-adult groups, and other youth-led movements and associations;

f. provide information and guidance regarding professional youth leadership to the Synod's Board for Higher Education and other boards, committees, and agencies in the Synod responsible for the training of professional workers with youth;

g. provide members of the Synod with information about the Christian youth ministry through all of the Synod's informational media;

h. initiate and direct research activities necessary to develop, improve, and promote the youth ministry;

i. provide leadership to and arrange training conferences for District Boards (or Committees) of Youth Ministry and assist them in developing forms of ministry for youth and youth leaders suitable to emerging needs and opportunities;

j. provide guidance to the members of the Synod sponsoring junior organizations, including Boy Scouts, Girl Scouts, 4-H Clubs, Camp Fire Girls, and similar groups, and shall represent the Synod in maintaining relationship with the national leadership of such organizations and related national agencies;

k. be authorized to secure the services of an Executive Secretary of Youth Ministry and of such other assistants as are needed and approved by the synodical Board of Directors.

H. DISTRICT BOARD (OR COMMITTEE) OF YOUTH MINISTRY

7.81 Election or Appointment

Each District shall elect or in some other way establish a Board (or Committee) of Youth Ministry on an administrative level with other District boards (or committees) and in harmony with synodical administrative structure.

7.83 Functions

The District board (or committee) shall cooperate with the synodical board in the encouragement and support of a comprehensive ministry among youth in all congregations of the Synod and in administering interparish activities of the youth ministry within the District.

I. CONGREGATIONAL YOUTH COMMITTEE

7.91 Purpose and Duties

The congregation shall be encouraged to elect a youth committee annually. This committee shall have as its purpose the maintenance of close and sympathetic relations between the adults and young people of the congregation and the furtherance of the best interests of youth ministry in the congregation. It shall counsel and assist youth groups. It shall report to the congregation at its regular meetings and shall be responsible for promoting interest in and support of youth ministry within the congregation.

J. COMMISSION FOR SERVICES TO THE MENTALLY RETARDED

7.101 Personnel and Appointment

A Commission for Services to the Mentally Retarded, attached to the Division of Parish Services and consisting of five members (a chaplain, a parish pastor, two lay or called teachers in the field of mental retardation, and one layman), shall be appointed by the President of the Synod in consultation with the Vice-Presidents.

7.103 Executive Secretary

The commission shall appoint an Executive Secretary subject to the approval of the President of the Synod. The Executive Secretary shall perform such duties as are assigned to him by the commission.

7.105 Functions and Duties

The commission shall —

- a. coordinate the ministry to and among the mentally retarded;
- b. gather, classify, and make available materials

pertinent to specific areas of service to the mentally retarded;

c. disseminate information by such mass media as are available;

d. cooperate with the Board of Parish Education in production of religious materials for the education of the mentally retarded and develop and produce materials in the various media to aid the work of the church in its ministry to the mentally retarded;

e. encourage and sponsor institutes on services to the mentally retarded;

f. assist and encourage District boards of parish education and boards of social ministry in fulfilling their function as it pertains to the mentally retarded, particularly in the matter of promoting congregational establishment of full-time or part-time educational agencies for the mentally retarded;

g. cooperate with the Synod's Board of Social Ministry in rendering service to the mentally retarded through its Secretary of Institutional Chaplaincy Services and Secretary for District and Parish Welfare Services;

h. enlist the efforts of other church-related organizations in rendering service to the mentally retarded;

i. assist in coordinating the work of synodically related residential care facilities, serve as an exchange medium between these facilities, and render counsel to these church-related agencies;

j. study and evaluate (when appropriate, in consultation with the Board of Social Ministry) proposals for the establishment of services, residential care facilities, and/or additions to existing facilities for the mentally retarded;

k. review and evaluate, at the request of the Board of Directors, any Synodwide appeal for funds to be used in the field of services to the mentally retarded;

l. keep the constituency of the Synod informed of the commission's activities and report to the synodical convention.



VIII. MISSIONS

A. BOARD FOR MISSIONS

8.01 Personnel and Election

a. The Board for Missions shall consist of 13 members, who shall be elected by the Synod. Seven of these shall be selected from the clergy roster of the Synod. Special attention shall be given to the wide range of interests and concerns of the board.

b. The Synod of Evangelical Lutheran Churches shall be invited to designate one of its members as a consultant to the Board for Missions.

8.03 Advisory Members

a. The board may invite the full-time or part-time advisory participation of individuals related to ministries or organizations concerned with missions.

b. The director of missionary training or a professor of missions from each terminal school of the Synod shall be invited to participate in board meetings as advisory members.

8.07 Functions of the Board

a. The board shall formulate, recommend, review, and supervise the mission policy of the Synod, direct and adopt planning in keeping therewith, establish and supervise budgets, review organizational effectiveness, effect the correlation and coordination of the synodical mission endeavor with other boards, agencies, and auxiliaries of the Synod, and do all else necessary to provide for an aggressive and united mission effort for the Synod.

b. The board shall inform the Board of Directors as well as the President of the Synod of its program and provide each convention of the Synod with a comprehensive report of its activity.

8.09 Duties of the Board

The board, in carrying out its functions, shall —

a. determine and direct, within the intent and resolutions of the Synod, the mission policies, procedures, and programs enabled through the financial resources of the Synod;

b. supervise the execution of all policies and res-

olutions of the Synod relating to its mission endeavor;

c. advise on the objectives and means of mission work on every level of activity related to the Synod;

d. study and survey or cause to be studied and surveyed in a continuing manner with the necessary professional assistance the theological, sociological, cultural, demographic, and personal factors by which the mission effort of the Synod may be both planned and evaluated;

e. assess its need for staff, prescribe duties and functions to each position, determine the qualifications necessary to fill the respective offices, and, in keeping with the policies of the Synod, engage the necessary personnel;

f. engage such additional clerical and professional help as may be necessary and negotiate for the services of staff co-opted from other departments of the Synod;

g. call, appoint, assign, withdraw, and release missionaries and other workers for the ministries and fields within its direct responsibility to the Synod, always safeguarding the rights of the churches and individuals involved;

h. advise in the calling of all workers related to the administration of the synodical mission endeavor and to the special ministries within the purview of the board's responsibilities;

i. maintain a concern for the specific training of missionaries and other workers related to the mission endeavors of the Synod and establish a continuing liaison with directors of missionary training and professors of missions in the terminal schools of the Synod;

j. counsel with the mission boards of the Districts and the churches related to the work of the board with reference to their total mission program and supervise the planning of a program which will best utilize the Synod's resources of men and money;

k. consult with all components of the synodical mission effort, including related and auxiliary agencies, and provide the information and guidance needed to evaluate all work proposed for continuation or adoption, taking into consideration available

manpower, available financial resources, and a comparison with other opportunities;

l. arrange and conduct conferences which will contribute to the fulfillment of its duties;

m. publish and produce or cause to be produced and distributed the special materials and periodicals required to fulfill and interpret the mission effort of the Synod;

n. have such additional powers, duties, and jurisdiction as may from time to time be prescribed and authorized by the Synod.

8.13 Organization of the Board

a. The board shall organize itself at the first regular meeting following the biennial convention of the Synod. It shall elect from its voting membership a chairman, a vice-chairman, and a recording secretary.

b. The officers of the board shall serve as the executive committee of the board. The principal function of the executive committee shall be that of assisting the chairman in planning for the meetings of the board. It shall act on behalf of the board in cases of emergency, but it may not modify actions or positions of the board.

c. The board may appoint such standing committees from its own membership and such ad hoc committees, whether composed of members or non-members, as it may require from time to time.

8.17 Meetings of the Board

a. The board shall meet in regular session at least quarterly each year.

b. The principal administrative officer of the staff of the board shall attend all meetings of the board in an advisory capacity. He shall at the board's direction ask other staff members to attend board meetings and to participate in reports and presentations.

8.25 The District Mission Boards

Every synodical District shall elect or otherwise provide for a District Mission Board whose functions within the District shall express the functions outlined for the synodical Board for Missions.

B. CHURCH EXTENSION

8.51 Personnel and Election of Board

The Board for Church Extension shall consist of eight members — two pastors, two teachers, and four laymen — who shall be elected by the Synod. One half of the board membership shall be elected at every convention of the Synod. The division chairman shall be an ex-officio member of the board.

8.53 Objectives

Acquisition of sites and erection of facilities to aid expansion for effective programs of ministry, witness, outreach, and service.

8.55 Functions

The board shall —

a. provide funds to assist the Synod, Districts, and congregations with loans for sites and facilities in the church's program of expansion;

b. aid in motivating individuals, congregations, organizations, and Districts in acquiring investments for church extension in a systematic manner;

c. strive to coordinate and obtain uniformity in the church extension programs of the Synod and the Districts;

d. provide leadership in advance site acquisition for further expansion.

8.57 Duties of Board

The board shall —

a. administer the Synod's Church Extension Fund and grant loans in accordance with the Synod's loan regulations (see 8.117);

b. promote and maintain an adequate fund to assist the Synod, synodical boards, Districts, and congregations with loans to provide sites and facilities for expansion;

c. establish policies with respect to the making of loans and the type of security required, taking into consideration the financial status of the organization to which the loan is being made and the circumstances of the loan;

d. expend funds in acquisition of sites for long-range planning and future use;

e. establish policies for loan repayments to maintain the program on a revolving basis;

f. establish policies and programs for maintaining, supervising, and enlarging the Church Extension Fund on a sound financial basis;

g. study and review the monthly financial statement to assure security and safety of the program;

h. periodically review financial statements of all District church extension funds;

i. through its Executive Secretary confer with Districts in cooperatively promoting church extension funds and seeking greater uniformity in the policies and programs of the Synod and the Districts;

j. include a complete financial statement in its report to the Synod, including money borrowed and received, the total amounts of loans outstanding, and the amounts delinquent in each District.

8.59 Executive Secretary

a. The board shall appoint an Executive Secretary, subject to the approval of the President of the Synod. He shall perform such duties as are assigned to him by the board.

b. The board shall be empowered, subject to a resolution of a synodical convention or approval by the Synod's Board of Directors, to make such staff appointments as may be necessary for a proper administration and program. Staff appointments shall also be subject to the approval of the President of the Synod.

c. Salaries of personnel shall be paid from the income of the Church Extension Fund.

8.61 The Fund

a. The Church Extension Fund is a permanent fund from which loans or expenditures can be made to acquire sites and erect facilities.

b. The fund shall be increased —

1. through the synodical budget;

2. by special Synodwide offerings;

3. by gifts, bequests, and devises;

4. by commercial loans arranged by the Board of Directors of the Synod;

5. by borrowing programs among the constitu-

ency of the Synod, conducted under the direction of the Synod's Board for Church Extension and authorized by the Board of Directors.

8.63 Loans

a. Loans may be made at the discretion of the board to synodical boards, Districts, and congregations in conformity with the objectives and functions of the Church Extension Department.

b. The amount of the loan shall be determined by the needs of the applicant and the ability to repay. The needs shall be viewed in the light of the most promising and/or strategic mission fields. The Board for Church Extension shall work in close cooperation with the Board for North American Missions and seek its evaluation of loan applications.

c. No loan shall be made without mutual agreement on a repayment schedule. In the event of a default on a payment, no further loan shall be made to a defaulting borrower until the default has been removed.

d. Interest shall be charged the borrower at a rate determined by the board.

e. Loans must be made in accordance with policies established by the board, and such policies shall be conformed to by those to whom the loans are made.

f. Districts shall make financial reports available to the board annually or whenever requested by the board. They shall have these accounts audited by the Synod's Auditor or submit an audit acceptable to him.

8.65 The District Church Extension Program

The District church extension boards or committees shall administer the District's church extension program in conformity with policies established by the Synod's Board for Church Extension and in accordance with District regulations.

C. MEDICAL MISSIONS

8.71 Council for Christian Medical Work

a. The Board of Directors upon recommendation of the President of the Synod shall appoint a Council for Christian Medical Work composed of the president of the Lutheran Medical Mission Associa-

tion or his representative, the president of the Wheat Ridge Foundation or his representative, and five other persons with professional competence to give leadership and counsel in the area of healing.

b. The council shall serve as adviser and consultant to all the boards and commissions of the Synod which have a relationship to the healing mission of the church.

c. The council shall meet regularly to consult with and advise the Secretary for Medical Work of the Board for Missions, who shall serve in a staff relationship to the council.

d. The council shall be the Synod's authorized agent to relate to the Lutheran Medical Mission Association, the Lutheran Hospital Association, and such other groups as have the healing mission of the church as one of their objectives, and shall maintain liaison with the department of medical services of the Lutheran Council in the U. S. A.

8.73 Objectives

The council shall strive to —

a. sensitize all boards and commissions of the Synod and its Districts to the need for considering healing a basic expression of ministry and to the need for communicating the concept of the Christian congregation as a healing community through the Synod's literature and programs;

b. enable boards and commissions of the Synod to be faithful to the New Testament concept of healing as basic to mission and ministry;

c. offer professional counsel and competent assistance to the boards and commissions of the Synod in establishing and operating programs and institutions involved with Christian concern for health and healing in North America or overseas;

d. stimulate interest among the Synod's youth to choose careers in the healing professions, provide counsel and guidance, and administer a scholarship fund for those in training; assist in recruitment of health-related personnel; help to provide specific preservice training for professional people preparatory to church-related medical work at home and abroad;

e. relate to all commissions and agencies, church-sponsored or church-related, and make

available its competence and concern for the healing ministry. The council may also initiate or respond to coordinating efforts with other individuals and institutions which are involved in God's healing work;

f. serve as spokesman for The Lutheran Church — Missouri Synod in its concerns about health and healing to other groups, agencies, foundations, governments, and the like;

g. provide a channel of communication to professional people involved in Christian medical work abroad and at home and to the Synod and its administrative units. It shall speak in behalf of the Synod and its administration to people in Christian medical work. To this end it shall provide a publication primarily for these audiences.

8.75 Secretary for Medical Work

The Secretary for Medical Work of the Board for Missions shall be appointed by the Board for Missions upon recommendation of the Council for Christian Medical Work. He shall serve in a staff relationship to the council but shall be administratively responsible to the Executive Secretary of the Board for Missions.

IX. FINANCES

A. WORK PROGRAM AND ANNUAL BUDGET

9.01 Budgeting Procedure

a. The Council of Administrators shall prepare and submit biennially to the Board of Directors a challenging work program for each of the Synod's boards and commissions with accompanying cost estimates.

b. The Board of Directors shall receive for review plans and policies which the boards and commissions of the Synod intend to submit to the synodical convention. Any board or commission shall have the right to take its recommendations directly to the synodical convention for final decision, even if these recommendations lack the approval of the Board of Directors, provided, however, that the views of the Board of Directors and the reasons for its dissent shall be reported to the convention.

c. At the synodical convention a special floor committee is to receive the assignment to review and to report on the recommended synodical work program as submitted by the Board of Directors to the convention.

d. The biennial delegate conventions of the Synod shall adopt a 2-year comprehensive synodical work program.

e. After adoption of the synodical work program by the convention, the Board of Directors shall communicate to all the synodical Districts the synodical work program for each fiscal year in the adopted 2-year work program.

f. After the commitments for each year have been received from the congregations and have been transmitted by the District to the synodical Board of Directors, the Board of Directors shall propose a tentative income and expenditures budget for the next fiscal year for the consideration of the Fiscal Review Commission.

B. FISCAL REVIEW COMMITTEE

9.11 Membership and Organization

a. The Fiscal Review Commission shall be composed of the President of each District (or his representative) and one layman not in the employ of

the District. The layman and his alternate shall be appointed by the District Board of Directors for a term identical with that of the District President. The District may at its expense send additional nonvoting representatives to the Fiscal Review Commission meetings. The President, the Vice-Presidents, and the members of the Board of Directors of the Synod shall be voting members of the commission. The Executive Director, the Controller, and the Stewardship Counselor of the Synod shall be advisory members of the commission.

b. The Fiscal Review Commission shall biennially elect a chairman and a secretary from its midst who shall serve until their successors qualify. The names of the members of the commission and their addresses, the list of officers, and a copy of all minutes shall be filed with the Secretary of the Synod.

c. Responsibility for establishing the agenda, determining procedures of the meeting, and carrying out the duties and functions of the commission shall be that of the elected officers of the commission.

9.13 Meetings

a. The commission shall meet annually.

b. Each District President shall send the names and addresses of the commission members from his District to the chairman of the commission immediately after their election.

c. The chairman shall convene a meeting of the commission no later than 30 days after the beginning of the synodical fiscal year.

9.15 Duties and Functions

a. In the light of the synodically approved 2-year work program the commission shall review the annual synodical income-and-expenditure budgets and examine programs. It shall receive budget proposals from the Board of Directors, review them, and establish the annual budget.

b. After the annual budget has been established by the commission, the Board of Directors shall provide for its implementation.

c. The commission shall suggest methods for improving the financial situation of the Synod.

9.17 Expenses

The meeting expenses of the commission shall be paid by the Synod; expenses of additional nonvoting representatives from the Districts shall be paid by their respective Districts.

C. BOARD OF TRUSTEES FOR TRUST FUNDS

9.21 Personnel and Appointment

The Board of Trustees for Trust Funds shall consist of the President or his representative, the Treasurer of the Synod, and five laymen to be appointed by the Board of Directors.

9.27 Duties and Powers

The board shall manage, conserve, and be responsible for all legacies, bequests, devises, endowments, foundations, annuity gifts, and all other trust funds of the Synod and of the Synod's institutions and activities. It shall have power to buy, sell, invest in, and reinvest in securities in accordance with rules drafted by the board and approved by the Board of Directors.

9.29 Executive Committee:

The board shall be authorized to appoint such executive committees from its own membership as it may find necessary for the efficient and punctual performance of its duties; but it shall be responsible to the Board of Directors for the actions of such committees as well as for its own actions.

9.31 Missouri Synod Foundation

Nothing contained in 9.21—9.29 shall apply to the funds, devises, bequests, legacies, endowments, foundations, annuity gifts, investments, and trust funds of The Lutheran Church—Missouri Synod Foundation, a subsidiary corporation of The Lutheran Church—Missouri Synod.

D. ANNUITIES

9.41 The Synod's Policy

Annuity agreements may name as ultimate beneficiary any activity of the Synod or one of its Districts, which activity is operated by, or is solely under the control of, the Synod or one of its Districts.

9.43 Annuity Agreements

Annuity agreements may be made with individual annuitants (single-life agreements) or with two annuitants (joint or survivorship agreements).

9.45 Annuity Rates

The annuity rates payable to annuitants shall be fixed by the Board of Directors.

9.47 Administration of Funds

The annuity funds shall be administered by the Treasurer of the Synod.

E. MISSOURI SYNOD FOUNDATION

9.61 Incorporation

a. The Lutheran Church — Missouri Synod Foundation shall be maintained and controlled by the Synod as a separate corporate entity organized under the laws of the State of Missouri and shall be operated by a separate Board of Trustees, responsible to the Synod, in accordance with the provisions of its articles of incorporation and corporate bylaws.

b. Any amendments to the articles of incorporation or the corporate bylaws as heretofore adopted shall be subject to approval by the Board of Directors of the Synod.

9.63 Purpose

The general purpose of the Foundation shall be to promote, solicit, receive, administer, and distribute special gifts and bequests of all kinds for all phases of the Synod's work, provided such activities do not conflict directly with the provisions of Article VI of the Articles of Incorporation of the Synod.

9.65 Board of Trustees

a. *Elections.* The members of the Board of Trustees shall be elected or appointed by the Board of Directors of the Synod in accordance with the provisions of the articles of incorporation and corporate bylaws of the Foundation.

b. *Terms.* Members of the Board of Trustees shall serve for terms of 4 years in such manner

that approximately one half of the members shall be elected every 2 years.

F. SOLICITATION OF FUNDS

9.71 Collections Beyond Congregational Bounds

a. The solicitation of funds for the benefit of any institution, society, or association among the congregations of the Synod must have the approval of the Board of Directors of the Synod before such solicitation may be undertaken whenever the solicitation is to be made among congregations beyond the limits of any one synodical District.

b. In cases where the solicitation is to be made among the congregations of a synodical District within which the soliciting agency is located, but beyond the number of congregations directly identified with the soliciting institution, society, or association, the approval of the Board of Directors of that synodical District shall be required before such solicitation may be undertaken.

9.73 Collections Beyond District Bounds

a. Approval by the Board of Directors of the Synod shall be required for each solicitation of capital funds beyond the confines of any one District by all listed in paragraph 9.71 above.

b. Approval by the Board of Directors for the solicitation of operating funds beyond the confines of any one District and an annual audited financial report to the Board of Directors shall be required by all listed in paragraph 9.71 above. Any such approval shall be reviewed at least every 6 years.

9.75 Approval Is Recommendation Only

The approval by the Synod or by a District of any special undertaking referred to in 9.71 and 9.73 shall be only a recommendation and shall not be construed to obligate the Synod or a District as such to support the undertaking financially.

X. PENSIONS, SUPPORT, AND WELFARE

A. BOARD OF PENSIONS AND SUPPORT

10.01 Personnel and Appointment

The Board of Pensions and Support shall consist of five members — two pastors, one teacher, and two laymen — who shall be appointed by the Board of Directors of the Synod.

10.03 Duties of the Board

The board shall —

- a. grant support on recommendation of the subcommittees hereinafter mentioned;
- b. report its decision in any individual case to the respective District subcommittee;
- c. send annually to the respective District subcommittees a report of the number of persons cared for, the amount of money expended, and other relevant facts.

10.05 Executive Secretary

The board shall appoint an Executive Secretary, subject to the approval of the President of the Synod.

10.07 District Subcommittees

Every District shall elect or appoint a subcommittee of the Board of Pensions and Support and fix the number of members and time of service.

10.09 Duties of Subcommittees

Each District subcommittee shall —

- a. investigate the applications of all persons who ask for support and report its findings and recommendations to the board;
- b. represent the Board of Pensions and Support in its District.

B. PENSION PLAN AND SUPPLEMENTAL BENEFITS FOR PASTORS AND TEACHERS

10.11 Pension Plan for Pastors and Teachers

a. The Pension Plan for Pastors and Teachers is the pension plan established by the Synod as of October 1, 1937, as heretofore or hereafter amended.

including the Special Rules for Workers in Canada forming a part thereof. The plan may be amended, modified, or changed, in whole or in part, from time to time by the Board of Pensions and Support with the approval of the Board of Directors, and shall be amended, modified, or changed pursuant to resolution of the Synod in convention. The text of the plan, as amended from time to time, shall be published in booklet form under the supervision of the Board of Pensions and Support.

b. The Board of Pensions and Support shall administer the plan. The Treasurer of the Synod shall be the treasurer and custodian of the assets held under the plan, but disbursements for other than investment purposes shall be made only on order of the Board of Pensions and Support. The Board of Trustees for Trust Funds shall have the responsibility of investing the assets held under the plan and shall make such investments in accordance with the Synod's rules governing the investment of trust funds.

c. Accounting and investment expenses in the operation of the plan shall be charged to the fund held under the plan. The other expenses of the plan shall be defrayed as an expense of the Synod.

10.13 Supplemental Benefits

a. The Synod shall supplement the benefits provided by the Pension Plan for Pastors and Teachers. The nature, extent, conditions, and limitation of such supplemental benefits shall be those which were set forth in Section 10.47 of the 1966 edition of the *Handbook*, subject, however, to amendment, modification, or change in the same manner as is provided with respect to the Pension Plan for Pastors and Teachers. Such supplemental benefits shall be administered by the Board of Pensions and Support. The provisions pertaining thereto shall be published in the booklet setting forth the text of the Pension Plan.

b. The Fiscal Review Commission together with the Board of Directors shall make the necessary appropriations for such supplemental benefits.

10.15 Special Plan for Workers in Canada

a. If the Board of Directors shall at any time be of the opinion that it is impractical by reason of the

complexities of applicable laws, or otherwise, for the Pension Plan to include workers in Canada, the Board of Directors shall have authority to adopt an entirely separate pension plan for workers in Canada, with such provisions and benefits as the Board of Directors in its discretion shall deem appropriate or desirable in the light of applicable laws and the best interests of workers in Canada.

b. If the Board of Directors shall adopt such a new plan, it may direct the Treasurer of the Synod (or the trustee or trustees then holding the assets funding the benefits of Canadian workers) to cause to be transferred to such new plan assets held under the Pension Plan in an amount equal to the aggregate value of the individual accounts of those workers in Canada as will thereafter be participating in such new plan; provided, however, that the Board of Directors shall not direct the transfer of assets from the Pension Plan to such new plan unless a competent actuary shall certify to the Board of Directors that after such transfer the benefits of any worker whose account shall be transferred shall be not less than the actuarial equivalent of the accrued benefit of the worker under the Pension Plan at the time of the transfer, and unless the worker's personal accumulation in the Pension Plan as of the time of transfer shall be subject to terms no less favorable to the worker than the provisions of the Pension Plan. With the consent of the worker involved, the Board of Directors may order such transfer of assets to the new plan without regard to the foregoing restrictions. Any worker whose account shall be transferred from the Pension Plan to such new plan shall after such transfer look solely to the fund held under such new plan for the satisfaction of his pension benefits.

C. SUPPORT

10.31 Persons Eligible for Support

The following persons shall be eligible for support:

a. professors, pastors, and teachers who on account of old age or illness have been compelled to resign their office and whose pension annuities are not sufficient for their reasonable needs;

b. widows of professors, pastors, and teachers,

and their children up to 18 years of age, provided they are in need of support;

c. servants of the church who were called and employed by eleemosynary, educational, and missionary organizations, and boards within the Synod and are advisory members of a synodical District, and missionaries, pastors, professors, and teachers serving the Synod in home and foreign countries and their dependents or survivors;

d. women teachers and women workers otherwise professionally engaged in church work, incapacitated after years of faithful service and with no other means of support. These may be considered as being in the same class with pastors' and teachers' widows.

10.33 Persons Not Eligible for Support

The following shall not be eligible for support:

a. professors, pastors, and teachers —

1. who through illness have been compelled to resign but are able to support themselves in some other manner;

2. who have sufficient means so that they need not be supported by the Synod; or

3. who for sufficient reasons have been compelled to resign or who without good reasons have resigned of their own accord. Such cases shall be decided by the board after it has consulted with the respective synodical officers;

b. widows who have remarried or who obtained employment enabling them, in the opinion of the board, to support themselves.

c. Workers in the Synod (and the dependents of such workers) eligible to participate in but who did not participate in the Pension Plan for Pastors and Teachers and/or the Concordia Welfare Plan and Concordia Retirement Plan shall not be eligible for support, except as the Board of Pensions and Support may in its discretion otherwise determine.

d. All doubtful cases shall be decided by the Board of Pensions and Support, judging each case on its merits and in Christian love.

10.35 Official Lists

The lists of pastors, teachers, and professors appearing in the current records of the various Dis-

tricts shall be the official lists for the purpose of the Board of Pensions and Support.

10.36 Application for Support

Each application for support shall be addressed to the Board of Pensions and Support and shall before approval be investigated and endorsed by the subcommittee of the District in which the applicant was living at the time when support was applied for. The board may, however, ask the subcommittee of the District to which the applicant has moved to process the application.

10.37 Lutheran Laymen's League Endowment Fund

The Lutheran Laymen's League Endowment Fund was collected with the promises that it is to be a permanent fund and that the proceeds are to be used for the care of our Veterans of the Cross — our incapacitated pastors, professors, and teachers — and of the widows and orphans of pastors, professors, and teachers. Therefore the Lutheran Laymen's League turned this fund over to the Synod under these two unalterable conditions:

a. The capital fund may be increased, but it must never be reduced or disposed of.

b. The proceeds must always be used for the care of our Veterans of the Cross in the manner adopted by the Synod for the purpose and must not be used for any other purpose.

Except for these two conditions, the Lutheran Laymen's League placed this fund into the hands of the Synod unconditionally and without stipulations.

10.39 Appropriations

The Fiscal Review Commission, together with the Board of Directors, shall make the necessary appropriations to enable the Board of Pensions and Support to discharge its responsibilities in the providing of support.

D. THE CONCORDIA PLANS

10.41 Concordia Retirement Plan

The "Concordia Retirement Plan for Ministers of Religion and Lay Workers of The Lutheran

Church — Missouri Synod, Its Member Congregations, Controlled Organizations, and Affiliated Agencies" is the retirement plan adopted by the Board of Directors pursuant to Resolution 10-02 of the 45th convention of the Synod, as such plan has been heretofore or may hereafter be amended by the Board of Directors. The text of the plan, as amended from time to time, shall be published in booklet form under the supervision of the Board of Managers of the Concordia Retirement Plan.

10.43 Concordia Welfare Plan

The "Concordia Welfare Plan for Ministers of Religion and Lay Workers of The Lutheran Church — Missouri Synod, Its Member Congregations, Controlled Organizations, and Affiliated Agencies" is the welfare plan adopted by the Board of Directors pursuant to Resolution 10-02 of the 45th convention of the Synod, as such plan has been heretofore or may hereafter be amended by the Board of Directors. The text of the plan, as amended from time to time, shall be published in booklet form under the supervision of the Board of Managers of the Concordia Welfare Plan.

10.44 Concordia Survivor Plan

The "Concordia Survivor Plan" is the plan adopted by the Board of Directors in accord with directives adopted at a prior convention of the Synod (Resolution 10-02 of the 45th convention) to provide for surviving widows and children those benefits previously provided under the Concordia Retirement Plan. The text of the plan, as amended from time to time, shall be published in booklet form under the supervision of the Board of Managers of the Concordia Retirement Plan.

10.45 Board of Managers of the Concordia Plans

a. The Board of Managers of the Concordia Plans shall be appointed by the Board of Directors of the Synod and shall be composed of seven persons as follows: four laymen, two ministers of religion from the roster of Missouri Synod pastors, and one minister of religion from the roster of Missouri Synod men teachers.

The term of office shall be 4 years, appointments being made on a rotation basis. A member may be reappointed to succeed himself only once. Members

of the Board of Managers may resign upon 60 days' notice to the Board of Directors of the Synod; and the Board of Directors of the Synod may remove any member upon written notice to him and to the Board of Managers.

b. The Board of Managers shall have the power to administer the two plans and the trust fund under each plan and shall have all general and incidental powers and duties appropriate for the performance of such functions, including, but not limited to, the powers and duties set forth in the respective plans, as amended from time to time. The Board of Managers shall not, however, have the power, duty, or authority to add to or amend the provisions of the plans, which power, duty, and authority shall be vested in the Board of Directors.

10.47 Change or Termination of the Plans

a. The adoption of the plans was authorized with the intention that they will be continued indefinitely for the benefit of present and future eligible workers of the Synod and the other employers participating therein. However, the Board of Directors shall have the right to amend, change, or modify either plan retroactively or prospectively, in whole or in part, from time to time, including changes in the benefits; provided that no amendment, change, or modification of either plan shall (a) cause or permit any part of the corpus or income of the trust forming a part thereof to be diverted to purposes other than for the exclusive benefit of members and their dependents, (b) cause or permit any portion of the assets of the trust under either plan to revert to, or to become the property of, the Synod or any other employer participating therein, or (c) in the case of the Concordia Retirement Plan, have the effect of divesting a member of a vested benefit thereunder. Notwithstanding any of the foregoing limitations, any change, modification, or amendment may be made in either plan, without limitation, if required to qualify, or to maintain the qualified status of, the plan and the trust forming part thereof under the relevant provisions of the Internal Revenue Code.

b. The right is reserved in the Synod in convention to terminate the plans or to authorize the Board of Directors of the Synod to terminate the plans.

c. Should either or both of the plans be termi-

nated by the Synod in convention or by the Board of Directors of the Synod following appropriate action by the Synod in convention, such termination or terminations shall become effective upon receipt by the Board of Managers of written notice of such termination or terminations executed by the President and the Secretary of the Synod or on the date specified in any such written notice. The Board of Managers shall thereafter dispose of the funds held under the plan so terminated in the manner provided in such plan.



XI. PUBLICATIONS

A. CONCORDIA PUBLISHING HOUSE

11.01 Incorporation

Concordia Publishing House shall be maintained and controlled by the Synod as a separate corporate entity organized under the laws of the State of Missouri and shall be operated by a separate Board of Directors, responsible to the Synod, in accordance with the provisions of its corporate charter and bylaws.

11.03 The Board of Directors

a. *Personnel.* The Board of Directors of Concordia Publishing House shall be composed of nine members: one pastor, one parish school teacher, and seven laymen.

The Board of Directors of the Synod shall at least biennially appoint a representative who shall attend the meetings of the Board of Directors of Concordia Publishing House and serve as a liaison between the two boards.

b. *Election and Term.* The members of the board shall be elected at the biennial convention of the Synod for 6-year terms. The terms of office shall be staggered so that the terms of three directors shall begin at one convention, the terms of another three directors shall begin at the following convention, and the terms of the remaining three directors shall begin at the next following convention.

c. *Vacancies.* Vacancies occurring in the Board of Directors between regular meetings of the Synod by resignation, death, or otherwise shall be filled for the unexpired term by the remaining members of the Board of Directors of Concordia Publishing House, with the consent of the President of the Synod.

d. *Meetings of Directors.* Regular meetings of the Board of Directors shall be held on the third Thursday in each month at the office of the corporation or at such other time and place as the Board of Directors shall by resolution adopt.

Special meetings may be called by the president, the general manager, or any two directors, by giving 2 days' notice to each director. A majority of the directors shall constitute a quorum; but if at

any meeting of the board there be fewer than a quorum present, a majority of those present may adjourn the meeting from time to time. Unless otherwise indicated in the notice thereof, any and all business may be transacted at a special meeting. At any meeting at which every director shall be present, even though without notice, any business may be transacted.

The annual meeting of the Board of Directors, for the election of officers and the transaction of such other business as may come before the meeting, shall be held on the third Thursday in July at the office of the corporation.

e. Powers of Board of Directors. The Board of Directors shall be responsible and accountable to the Synod in all things and shall have control of the business and affairs of this corporation solely for its benefit and shall exercise all the powers that may be exercised or performed by the corporation under the Statutes of the State of Missouri, the Articles of Agreement, and these bylaws. It shall keep the Board of Directors of the Synod informed by means of regular financial and administrative reports.

f. Compensation of Directors. Directors shall receive no salary or compensation for their services as directors of this corporation.

g. Removal of Directors. The Board of Directors, by and with the consent of the President of the Synod, shall have power by a majority vote, at a special meeting called for that purpose, to remove any director or officer from office, for cause.

h. Resignation of Directors. Any director or member of any committee may resign at any time. Such resignation shall be made in writing and shall take effect from the date of its acceptance.

i. Order of Business. At meetings of the Board of Directors, business shall be transacted in such order as the board may from time to time determine by resolution. At all meetings of the Board of Directors, the president, or, in his absence, the vice-president, or, in the absence of both of these officers, a member of the board to be selected by the members present, shall preside. The secretary of the corporation shall act as secretary at all meetings of the board; in case of his absence the chairman of the meeting may designate any other person to act as secretary.

11.04 Prohibition of Conflict of Interest

Members of the Board of Directors shall not enter into gainful business contracts or transactions with Concordia Publishing House.

11.05 Officers

a. Election of Officers. The Board of Directors shall elect a president, a vice-president, and a secretary from among its members; and a treasurer and such other officers as may be necessary from time to time.

b. President. The president shall preside at all meetings of the Board of Directors. He shall be the chief executive officer and as such shall have power, with the consent of the Board of Directors, to sign and execute all contracts and all instruments of conveyances in the name of the corporation.

c. Vice-President. The vice-president shall have such powers and perform such duties as may be delegated to him by the Board of Directors. In the absence or disability of the president the vice-president may perform the duties and exercise the power of the president.

d. Secretary. The secretary shall keep a record of the minutes of all meetings of the Board of Directors; the minutes shall be promptly entered in a book provided for that purpose and duly attested by his signature. The secretary shall also give notice, as required by these bylaws, of all meetings. He shall have custody of all books, records, and papers of the company except such as shall be in charge of the treasurer or some other person authorized to have custody and possession thereof by a resolution of the Board of Directors. The secretary shall also sign, together with the president or vice-president, in the name of the corporation, all contracts and all instruments of conveyances authorized by the Board of Directors; and when so ordered by the Board of Directors, he shall affix the seal of the corporation thereto. In general he shall perform all the duties incident to the office of the secretary, subject to the control of the Board of Directors.

e. Treasurer. The treasurer shall keep account of all moneys of the corporation received and disbursed and shall deposit all moneys and valuables in the name and to the credit of the corporation in

such bank and depositories as the Board of Directors shall designate.

f. *General Manager.* The Board of Directors shall, by and with the consent of the President of the Synod, engage or dismiss the general manager of the corporation. The general manager shall have general supervision of the business of the corporation, subject to the rules and regulations of the Board of Directors. He shall not, during his employment with this corporation, be engaged in any other business or be employed by any other person, firm, or corporation. The general manager shall engage and dismiss all the necessary help; but in the employment and dismissal of heads of departments and junior executives, such appointments and dismissals must be approved by the Board of Directors. All salaries, including that of the manager, shall be fixed by the Board of Directors. A monthly report shall be submitted by the general manager at each regular meeting of the Board of Directors, showing operations of the previous month and the then existing financial condition of the corporation.

g. *Assistant Managers.* Whenever the Board of Directors shall deem it necessary, it may, with the consent of the President of the Synod, engage and dismiss one or more assistant managers. The board shall also prescribe the duties and fix the salary of the assistant manager or managers.

h. *Compensation of Officers.* The president, vice-president, secretary, and treasurer of this corporation shall receive no salary or compensation for their services.

11.07 Seal

The corporate seal of the corporation shall be a circular seal with the name of the corporation and St. Louis, Missouri, around the border and the word "Incorporated" in the center.

11.09 Waiver of Notice

Whenever, under the provision of these bylaws or the laws of the State of Missouri, the Board of Directors is authorized to take any action after notice or after lapse of a prescribed period of time, such action may be taken without notice and without the lapse of any period of time if such action be authorized and approved and the requirements

waived in writing by each member entitled to notice. Such authorization or approval and such waiver shall be filed with the secretary of the corporation.

11.11 Committees

The Board of Directors may, by resolution passed by a majority of the total number of directors, designate one or more committees, each such committee to consist of two (2) or more of the directors of the corporation. Such committee or committees shall have such powers and duties as may be determined from time to time by resolution adopted by the Board of Directors, in the management of the business and affairs of the corporation. The Board of Directors shall have power at any time to fill vacancies in, to change the membership of, or to dissolve any such committee.

11.13 Fiscal Year

The fiscal year of this corporation shall begin on the first day of May in each year.

11.15 Surplus Funds

Surplus funds, when not needed in the operation of the publishing house, may be ordered paid to the Synod by the corporation's Board of Directors at any regular or special meeting.

Such surplus funds, income, increase, issues, rents, or accruals of every kind and nature whatsoever and any and all of the property of the corporation shall in no wise or in any manner inure to, or be used for the benefit of, any private person or persons or any officer, director, employee, or agent of this corporation; but these shall be used wholly and solely for the exclusive use and behoof of The Lutheran Church — Missouri Synod.

11.17 Bond of Officers

The Board of Directors may by resolution require any and all officers and employees of the corporation to give bond to the corporation with sufficient sureties, conditioned for the faithful performance of the duties of their respective offices and such other conditions as may from time to time be required by the Board of Directors.

11.19 Bonds or Mortgages

No bond of the corporation nor any mortgage on any of the property of this corporation shall be created or issued without the written consent of the President of the Synod.

11.21 Credit Policy

The Board of Directors shall have sole power and authority to dictate the credit policy of the corporation. This authority shall include the power to designate the persons to whom credit should or should not be extended, the amount of such credit, and the terms of payment. In the event of failure or refusal of pastors, teachers, congregations, or any other person or organization to pay such indebtedness incurred, the Board of Directors shall report such delinquencies to the respective District Presidents for necessary action in accordance with Christian principles and practice.

11.23 Miscellaneous

a. Unless otherwise instructed by the Synod, the Board of Directors shall determine what shall be published by the corporation. All manuscripts of a religious or theological nature shall be approved under the prescribed procedure for doctrinal review before publication.*

b. The Board of Directors shall be represented at the biennial convention of the Synod by three (3) of its members. A written report of the financial condition and operation of the business of the corporation for the previous 2-year period shall be submitted to the convention.

c. A copy of either *Der Lutheraner* or *The Lutheran Witness* shall be sent free of charge to all retired pastors, professors, and teachers in the Synod, at the expense of the Synod.

d. Concordia Publishing House shall provide a sufficient number of copies of the periodicals published by the Synod for the reading rooms of the Synod's educational institutions at the expense of the Synod. The presidents of the institutions shall determine the kind and number of such publications required.

e. Concordia Publishing House shall supply the

* See Foreword.

Secretary of the Synod with two copies of each *Statistical Yearbook* and of all proceedings printed by it of the Synod and of the several Districts, for deposit in the Synod's archives.

f. Concordia Publishing House shall, at the expense of the Synod, mail a copy of the *Statistical Yearbook* to every active and retired pastor and every active and retired male teacher of the Synod for his own and his congregation's information and use.*

g. Concordia Publishing House shall not send to the congregations of the Synod any circulars referring to internal matters of the Synod and issued by officials of the Synod unless the President of the Synod has given his consent.

h. The Synod is responsible for every doctrinal statement made in its official publications. If any statement be made therein deviating from the Word of God and the Confessions of the Lutheran Church, every member of the Synod perceiving such error shall bring it to the attention of the responsible editors and insist on the necessary correction.

B. COMMISSION ON CHURCH LITERATURE

11.41 Personnel and Appointment

The Commission on Church Literature shall consist of 11 members appointed by the President of the Synod after consultation with the Vice-Presidents. The majority shall be theologically trained. All members shall have a sound judgment in literary matters, a college education or its equivalent, and practical experience.

11.43 Officers

The commission shall elect its own chairman, vice-chairman, and secretary. Vacancies on the commission shall be filled by the appointing authority.

11.45 Duties

The Commission on Church Literature shall —
a. study the needs of the church to determine what literature may be required and also select authors to undertake literary tasks, but the con-

* See also Bylaw 1.37.

tract to write books shall be issued by the publisher;

b. critically examine all manuscripts to determine their literary value, timeliness, and expediency. Matters relating to doctrine shall be approved under the prescribed procedure for doctrinal review before publication; *

c. study existing literature with a view to recommending for translation, distribution, or republication;

d. consider research projects which may be proposed by members of the Synod, approve those which meet certain standards, and allocate funds for carrying on these projects;

e. initiate studies in:

1. Biblical research;

2. church history;

3. contemporary church problems;

4. other areas of interest and value to the church;

f. encourage a high standard of scholarship as well as literary and artistic excellence;

g. report regularly to the President of the Synod, the synodical constituency, and the synodical convention.

11.47 Meetings

The commission shall meet at least six times a year.

11.49 Subcommittees

The commission may divide itself into subcommittees or may be augmented by additional members who shall be advisory to the commission. If the commission finds it necessary to be augmented through additional membership on its subcommittees, it shall recommend suitable candidates to the President of the Synod, who in conjunction with the Vice-Presidents shall appoint additional advisory members to the commission. Such subcommittees may consist of from three to five members and, where possible, shall include one pastor, one teacher, and one layman. The names of the subcommittee members shall be published in the usual manner together with the membership

* See Foreword.

of the Commission on Church Literature. Synodical policies on the term of office and on holding more than one office shall apply. Decisions of the subcommittees shall be transmitted to the commission by means of their minutes. The commission shall be encouraged to conduct an annual plenary meeting in order to coordinate policy development and broad planning within the departments. The following areas shall be provided for, either in separate departments or in combination with another department:

a. Practical

b. Systematic

c. Historical

d. Devotional

e. Homiletical

f. Exegetical

g. Scholarly Research

h. Christian Arts

i. Children and Youth

j. Tracts

k. Audiovisual Materials

l. Laymen's Literature

11.51 Advisory and Consultative Members

a. A representative of Concordia Publishing House shall attend the meetings of the Commission on Church Literature as advisory member.

b. The commission may appoint specialists on a temporary basis to examine manuscripts pertaining to specialties such as music, textbooks, art, audiovisual aids, and professional publications. These specialists shall report their findings to the commission and shall act as advisory members of the commission in the matters submitted to them.

c. Representatives of synodical boards, commissions, committees, and auxiliary organizations may be invited for consultation by any of the subcommittees.

11.53 Relationships

a. The commission's relationship to the Board of Directors of Concordia Publishing House shall be advisory in recommendations on publications. The latter board, which may also initiate publications,

shall determine whether or not to publish any material recommended by the commission, as well as the manner and style of publication. Should these two fail to agree in a given instance, the President of the Synod shall act as arbiter.

b. So far as doctrinal content is concerned, books, periodicals, official church papers, tracts, circulars, etc., published on the order of or in behalf of synodical boards or officers, do not come under the jurisdiction of the Commission on Church Literature but under the prescribed procedure for doctrinal review before publication.*

11.55 Expenses

The expenses of the commission shall be borne by Concordia Publishing House.

C. LUTHERAN WITNESS, LUTHERAN WITNESS REPORTER, and DER LUTHERANER

11.81 Official Periodicals

The *Lutheran Witness*, the *Lutheran Witness Reporter*, and *Der Lutheraner* shall be official periodicals of the Synod. Official reports and notices shall be published in the *Lutheran Witness Reporter*.

11.83 Editorial Commission

An Editorial Commission for Official Periodicals of nine members shall be appointed by the President after consultation with the Vice-Presidents. They shall serve for terms of 4 years in such manner that the terms of four members shall alternate with the terms of the other five members.

11.85 Editors

a. The editors of the *Lutheran Witness*, the *Lutheran Witness Reporter*, and *Der Lutheraner* shall be appointed by the Editorial Commission from a list approved by the Council of Presidents.

b. The editors shall be responsible to the Editorial Commission.

c. Members of the Editorial Commission shall be ineligible to serve as editors.

* See Foreword.

11.87 Editorial Policies

The Editorial Commission shall be responsible for the editorial policies of the official periodicals.

11.89 Doctrinal Review

Matters relating to doctrine shall be approved under the prescribed procedure for doctrinal review before publication.*

11.91 Salary and Expenses

Concordia Publishing House shall pay the salaries of the editors and all expenses of the editors and the Editorial Commission.

D. COMMISSION ON WORSHIP

11.111 Personnel and Appointment

a. A Commission on Worship shall be appointed by the President of the Synod after consultation with the Vice-Presidents. It shall be composed of six men and include pastors, teachers, and laymen. They shall serve for terms of 4 years in such manner that three members shall be appointed after each convention.

b. The commission may solicit the assistance of other persons who are well qualified to render valuable and necessary service to the church through the commission. Such persons shall serve as advisory members.

11.113 Functions and Duties

a. The commission shall be responsible for preparing, revising, and making available official service books and hymnals of the Synod.

b. The commission shall —

1. make literature available to members of the Synod, to develop and deepen an understanding and love for the Lutheran heritage in Christian worship and for the various media of expression needed for our worship;

2. clear all literature related to corporate Christian worship in liturgics and hymnology made available through the Synod's boards or through Concordia Publishing House;

3. recommend worship materials to the church

* See Foreword.

and advise and warn against the use of worship materials which are unworthy of use in the Christian worship of the Lutheran Church;

4. represent the Synod in the preparation of service books and hymnals in which the Synod may engage in cooperation with other synods;

5. consult with the practical and the music departments of synodical schools to establish principles and practices in liturgics, hymnology, church music, and church art which best express the true spirit of worship of the Lutheran Church.



XII. COMMUNICATIONS AND PUBLIC RELATIONS

A. DEPARTMENT OF PUBLIC RELATIONS

12.01 Statement of Purpose

The purpose of the Department of Public Relations shall be to identify The Lutheran Church—Missouri Synod in the minds of all its publics with the Gospel of Jesus Christ; to create an image of The Lutheran Church—Missouri Synod which will engender confidence in and respect for the church body and acceptance of its message; to create a mental climate in which the church can achieve its essential mission to a maximum degree; and to interpret the church to the world and the world to the church in such a manner as to facilitate the accomplishment of the church's essential mission.

12.03 Objectives

Objectives of the department shall be:

- a. an increasing understanding, on the part of the general public, of the mission of the church and its essential message;
- b. a knowledge and understanding, on the part of those outside the church, of the position of the church on matters of current public interest;
- c. a sympathetic understanding of and respect for the position of the church on the part of groups influential in forming public opinion;
- d. a clear and faithful witness to the Christian ethic in the marketplace of business, finance, and labor, as well as in the halls of government;
- e. a strong and clear insistence, in all suitable public forums, on the basic principle of separation of church and state;
- f. a knowledge, on the part of those inside the church, of the position which the church has taken on various public issues.

12.05 Functions

The department shall—

- a. organize the public relations activities of the church at synodical, District, and local levels into a well-integrated and smoothly functioning unit;
- b. train personnel in the philosophy and meth-

odology of the public relations program of the church;

c. produce and release materials such as news stories, feature articles, and radio and television scripts;

d. develop stories for national papers, magazines, television, and radio, and gain entree to these media for other departments of the church;

e. open new avenues of contact between the church and the public in order to insure a two-directional flow of information keeping the public abreast of thinking within the church and the church abreast of thinking outside its own communion;

f. research such data and materials as will help in enlarging the scope and increasing the effectiveness of the department;

g. advise appropriate officials and boards of the church regarding possible internal and external public relations implications of specific attitudes within the church and of actions by the respective boards, either contemplated or already taken;

h. report to officials and boards of the church with regard to significant developments outside the church which might affect their work;

i. evaluate continually the progress made by the department in achieving its stated objectives and discharging its various functions.

12.07 Organization

The department shall —

a. implement its program at the national and international levels through its executive staff;

b. direct and guide the activities of District departments and circuit and area representatives so that the organizational machinery of the department is welded into a smooth and well-integrated unit;

c. encourage local congregations to establish public relations committees and offer them resource materials to build effective public relations programs for the communities in which they serve;

d. provide consultative service for councils of Lutheran agencies, auxiliary organizations, and federations in the interest of helping these groups organize for action.

12.09 Personnel and Appointment

The Department of Public Relations shall be administered by a board of seven members, at least three of whom shall be pastors and three shall be laymen. This board shall be appointed by the Board of Directors, in consultation with the President together with the Vice-Presidents.

12.10 Executive Secretary

An Executive Secretary shall be appointed by the Board for Public Relations, subject to the approval of the President and the Board of Directors of the Synod. He shall be the Synod's Director of Public Relations. He may be released from office by the Board for Public Relations with the consent of the Board of Directors. The Executive Secretary shall have the responsibility and authority to carry out the objectives and related programs of the board. He shall administer all staffs and offices under the board's control.

B. RADIO AND TELEVISION

12.11 Board for KFUE

Radio Station KFUE shall be owned and operated by the Synod. Its board and officers shall be responsible and accountable to the Synod for all transactions and decisions in accordance with the provisions of these Bylaws. It shall be related to the Board of Directors of the Synod in the same way as are other synodical boards.

12.13 Personnel and Appointment

The Board for KFUE shall be appointed by the Board of Directors of the Synod and shall be composed of eight members: one pastor, two members of the St. Louis seminary faculty, one teacher, and four laymen.

12.15 Officers

The board shall elect its own chairman, vice-chairman, secretary, and treasurer. The board shall have authority to appoint subcommittees.

12.17 Meetings

The board shall meet at least six times a year.

12.19 Executive and Staff

In accord with synodical personnel policies and practices, the board shall engage or dismiss the general manager of the station.

12.21 Objectives

The objectives of the board shall be—

a. to preach the whole Word of God through the medium of radio to all classes of men, both to those within and to those outside the church;

b. to assist Christians in their personal witness for Christ through the medium of radio;

c. to make Jesus Christ, Christian truth, and the Christian way of life known and understood through the medium of radio;

d. to bring the judgment of Christ to bear on our culture and to speak to the condition of man.

12.23 Functions

The board shall through the staff and station—

a. serve the church and its agencies in any manner consistent with its objectives;

b. provide and conduct daily broadcasts in its assigned frequency and wave length in a manner as shall:

1. glorify the Lord of the church;

2. teach and preach Christ Crucified;

3. interpret faithfully the doctrines and practices of the Synod;

4. advance the kingdom of Christ;

5. edify, inform, and inspire listeners, that the common good of all citizens be advanced;

c. develop and provide, through its Radio and Television Extension Service, such recordings, program material, scripts, aids, films, and counsel as will encourage and help congregations and pastors in broadcasting and telecasting the Gospel in their areas;

d. assist in the training for use of radio and television as media in the church's educational program for the ministry and missionary service;

e. abide by all rules and regulations of the Federal Communications Commission under the terms of its license.

12.25 Budget and Operating Funds

a. Operating funds shall be obtained through gifts from those who have expressed interest in supporting the station and its work; from subsidy as may be voluntarily granted or specifically requested from organizations, agencies, and subsidiaries of the church; from revenue derived from sale or rental of facilities, property, materials, and merchandise as may be properly produced and offered by the station; from legacies, bequests, and annuities. Such legacies, bequests, and annuities shall be cleared through the Synod's records and shall be in the custody of the Treasurer of the Synod until maturity. Title to tangible and intangible assets of the station, including real property and equipment, shall be taken in the name of the Synod.

b. The board may solicit funds from interested individuals and groups on its mailing lists and from congregations in areas served by the station.

12.27 Board for Lutheran Television

a. *Personnel.* The Board for Lutheran Television shall consist of seven members appointed by the Board of Directors, and as long as the Lutheran Laymen's League participates in the sponsorship of the Synod's television ministry, four additional members shall be appointed by the Board of Governors of the Lutheran Laymen's League. Two members of the board shall be pastors. In making board appointments, attention shall be given to the special concerns of the board.

b. *Purpose*

1. To confront the non-Christian, wherever he may be found, with Jesus Christ so that the Holy Spirit can call men to faith in Him who alone gives forgiveness of sins, life, and salvation.

2. To dispose viewers toward a favorable reception of additional approaches by the church via media and through local follow-up.

3. To edify the Christian viewer and stimulate functional Christian life.

4. To assist congregations, District media people, and educational agencies of the church by providing creative ideas, information, and programs for their use.

5. To provide research and development leadership for the television ministry of The Lutheran Church — Missouri Synod.

6. To provide professional and ecclesiastical contact with national and international television concerns.

c. Function

1. The board shall be responsible for formulating and recommending television communication policy to the Synod.

2. The board shall be responsible for effecting the correlation and coordination of the synodical television communication endeavor with other boards, agencies, and auxiliaries of the Synod.

3. The board shall be responsible for preparing appropriate budgets for its work in accordance with synodical procedure and policy.

4. The board shall be responsible for making a detailed report to the Synod and to the Lutheran Laymen's League.

d. Duties. In carrying out its assigned responsibilities, the board shall —

1. administer the television communication programs enabled by the financial resources available to it;

2. supervise the execution of synodical policies and resolutions relating to television communication;

3. produce or cause to be produced materials for domestic and international telecast and provide materials and consultative service for Districts, congregations, and educational agencies;

4. assist in training prospective pastors and missionaries in the utilization of television for their ministries;

5. arrange for conferences, workshops, institutes, or other consultations for the purpose of coordinating and enhancing all components of the synodical television effort;

6. determine staffing needs, define the functions and qualifications attaching to staff positions, and engage the necessary personnel in accordance with the policies of the Synod.

XIII. SOCIAL CONCERNS AND WELFARE

A. BOARD OF SOCIAL MINISTRY*

13.01 Personnel and Appointment

A Board of Social Ministry consisting of six members, at least two of whom shall be laymen, shall be appointed by the Board of Directors of the Synod.

13.05 Duties and Functions

The board shall —

a. serve as the administrative agency for social ministry interests of and within The Lutheran Church — Missouri Synod;

b. stimulate and encourage Christian social ministry within congregations and groups of congregations; establish and maintain standards of social ministry activities and promote related research; give assistance to Districts regarding the implementation of social ministry programs; conduct studies of social ministry needs prior to the establishment of health and welfare agencies so that good stewardship of the church's effort might prevail; give counsel to the Board of Directors of the Synod regarding social ministry concerns; conduct institutes and seminars in social ministry concerns nationally and regionally; participate in world relief programs; participate in social service agencies within the church and before governmental authorities on national, state, or municipal levels; maintain liaison with the Division of Welfare Services of the Lutheran Council in the U.S.A., as well as other agencies whose programs may have a bearing on the Synod's program of social ministry;

c. accredit health, social service, and chaplaincy agencies as an assurance that the agencies meet acceptable standards of performance in meeting demonstrated needs and have achieved a responsible relationship with the Synod and its jurisdictional units;

d. give guidance to and coordinate the efforts of the Districts and agencies within the Districts which

* This board is to be combined with the Board of World Relief. See Foreword.



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plan or conduct institutional chaplaincy services in the following areas:

1. conduct studies regarding new or existing programs;

2. develop standards and procedures for institutional chaplaincy programs;

3. give counsel regarding calls, appointments, and training of institutional chaplains;

4. provide for regular liaison with institutional chaplains to maintain a responsible relationship of the chaplain with the church and of the church with the chaplain;

5. stimulate concern within congregations and Districts for increased involvement of pastors and lay people in the ministry to institutionalized people;

e. administer scholarships for social workers, administrative personnel in agencies, and institutional chaplains.

13.07 Executive Secretary

An Executive Secretary shall be appointed by the board subject to the approval of the President of the Synod. He shall be responsible to the board and shall perform the duties assigned to him by it.

13.09 Professional Staff

An adequate number of staff members shall be appointed by the board in the regular manner as prescribed by the Synod, to give leadership in fulfilling the above-mentioned functions and duties.

B. COMMISSION ON SOCIAL CONCERNS

13.11 Membership and Appointment

A Commission on Social Concerns shall be appointed by the President after consultation with the Vice-Presidents. The commission shall consist of at least four members, including the following: one pastor; two professors, one from each of the two seminaries; and one layman.

13.13 Responsibilities

The commission shall —

a. study current social issues;

b. secure "position papers" on subjects of criti-

cal interest in these complex areas from those agencies of the Synod directly involved;

c. forward its findings and recommendations to the President of the Synod, at whose direction they will be referred back to the commission, to the Department of Public Relations, or to other agencies for dissemination.

13.15 Executive Secretary

An Executive Secretary shall be appointed by the commission subject to the approval of the President of the Synod. He shall be responsible to the commission and shall perform the duties assigned to him by it.

C. BOARD OF WORLD RELIEF*

13.21 Personnel and Appointment

The Board of World Relief shall consist of seven members — three pastors and three laymen, who shall be appointed by the Board of Directors of the Synod, and the Executive Secretary of the Board of Social Ministry.

13.23 Duties of Board

a. The board, mindful of the Savior's example, shall serve as the Synod's arm of love, reaching out to give assistance as it can to the suffering and needy of the world. While it shall have a special concern for those of "the household of faith," it shall seek to "do good unto all men" on the basis of need, regardless of nationality or creed, in distinctive witness of the love of Christ.

b. The board shall give assistance to congregations or through them to their members, or to others in dire emergencies or disaster situations resulting from floods, famines, fires, earthquakes, wars, and related situations. Assistance may take the form of cash grants, loans without interest, distribution of food, clothing, medical and other supplies, or whatever other means best suit the need.

c. The board shall advise individuals, congregations, or District committees in times of disaster. Emergency needs which cannot be met with gifts from congregations from the area or District shall,

* This board is to be combined with the Board of Social Ministry. See Foreword.

upon referral, be considered by the Board of World Relief for action. Relief funds may be solicited on a Synodwide level by any District, congregation, or individual only after prior consultation with and consent of the Board of World Relief, subject to the approval of the Board of Directors of the Synod.

d. The board, with the approval of the Board of Directors of the Synod, may appeal to the congregations of the Synod for funds needed in the total operation and in special cases of emergency.

e. The board, together with the District President, may appoint a subcommittee within a District to assist in the collection or distribution of funds and materials.

f. Funds raised by a District for any emergency and not expended for the emergency shall be deposited in the treasury of the Synod to the account of the Board of World Relief.

13.25 Executive Secretary

An Executive Secretary shall be appointed by the board subject to the approval of the President of the Synod. He shall be responsible to the board, performing such duties as are assigned to him by the board and serving the board in an advisory capacity.

XIV. FRATERNAL ORGANIZATIONS

14.01 Commission on Fraternal Organizations

A Commission on Fraternal Organizations consisting of five members — one pastor, one teacher, two laymen, and one seminary professor — shall be appointed by the President of the Synod after consultation with the Vice-Presidents.

14.03 Functions and Duties

The commission shall —

a. gather and provide information, advice, and literature concerning fraternal organizations, societies, and lodges of an unchristian or anti-Christian character;

b. seek to explain the synodical lodge policy to these fraternal organizations with a view to having them discard objectionable features;

c. prepare and disseminate periodic reports, listing the names of such fraternal organizations as have changed their official declarations and practices, as well as descriptions of such changes;

d. assist the District commissions on fraternal organizations in their activities.

14.05 Executive Secretary

An Executive Secretary may be appointed by the commission subject to the approval of the President of the Synod. He shall be responsible to the commission and shall perform such duties as are assigned to him by the commission.

14.07 The Synod's Position Concerning Lodges

a. The Synod is firmly opposed to lodges or societies of an unchristian or anti-Christian character.

b. It is the solemn, sacred, and God-given duty of every pastor properly to instruct his people on the sinfulness of such lodges as deny the Holy Trinity, the deity of Christ, the Vicarious Atonement, and other Scriptural doctrines and to induce his congregation(s) to take action against all members who after thorough instruction refuse to leave such a lodge.

c. It is the duty of every fellow Christian, fellow pastor, and especially the officials of the Synod to admonish all pastors who neglect their duty in this respect; and if Christian admonition has been ad-

ministered in the spirit of Matthew 18 without the proper results, the officials of the Synod shall bring such cases to the attention of the respective District for further action.

d. The Synod instructs its officers to exercise vigilant care and urges all pastors and congregations to admonish such congregations and pastors as permit the "lodge evil" to exist in their churches without countertestimony and decisive action. If after due investigation it becomes evident that such congregations and pastors refuse to change their attitude and practice, they shall be suspended and eventually expelled from the Synod.

e. The Synod earnestly requests the various Districts to carry out these provisions and faithfully to assist their congregations in eradicating the "lodge evil."

f. It is and shall be the practice of the congregations of the Synod not to administer Holy Communion to members of such lodges nor to admit such persons to communicant membership, since Holy Communion expresses an exclusive spiritual relationship of the communicant to his Lord and to his brethren. (Matt. 10:32; 1 Cor. 10:16-17; and 1 Cor. 11:25)

g. *Exceptional Cases*

1. A pastor will sometimes encounter exceptional cases in which he is called upon to administer Holy Communion to a person who is still outwardly connected with such a lodge.

2. Such exceptional cases, however, are normally limited to those instances in which the individual involved has renounced, to his pastor and/or the church council, the unchristian or anti-Christian teaching of the lodge of which he is a member. In such cases the pastor shall consult with his brethren in the ministry or with officials of the Synod, as the case may require.

3. Furthermore, in such exceptional cases the pastor should earnestly beware of procrastination and of giving offense, both to the members of the congregation and to brethren in general.

4. Finally, the pastor should put forth continuous effort to bring the individual to an early decision in this matter so that he may be fully won for Christ and become or remain a communicant member of the congregation, as the case may be.

XV. SPECIAL MINISTRIES

A. STEWARDSHIP

15.01 Personnel

The Board of Stewardship, consisting of three pastors, three laymen, and one called teacher, shall be elected by the Synod.

15.05 Objective of Board

The objective of the board shall be to encourage congregations and their members to become better stewards of God's many and varied gifts to them.

15.07 Functions of Board

a. The board shall —

1. assist pastors and congregations in their cultivation of the total stewardship life of their members so that they the more fulfill their responsibilities as members of a Christian congregation;

2. provide counsel and materials for congregations as they endeavor to enlist the talents of their members for Kingdom service in and through their congregations;

3. plan and make available to the congregations an ongoing program of mission education and thereby develop a missionary concern;

4. interpret the Synod's purpose and program to the members of the congregations for the purpose of developing an ever greater appreciation of what the Synod means to them and a growing realization of the many services it renders (internal public relations);

5. aid pastors and congregations in teaching their members effectively the grace of proportionate giving as well as counseling congregations how to practice proportionate (corporate) giving;

6. encourage congregations regularly, adequately, and generously to support their program through District and the Synod;

7. provide congregations with the necessary materials to conduct an effective annual every-member stewardship visit;

8. evaluate professional and voluntary capital fund-raising services and programs offered to, or provided for, the congregations of the Synod and its Districts;

9. study and evaluate contemporary trends in voluntary giving to agencies and projects within the Synod and its Districts.

b. *Implementation.* In order to carry out its functions, the board will —

1. seek to achieve definite and recognized work relationships with those departments of the Synod whose cooperation is vital to its program;

2. plan and prepare an adequate program;

3. look to the President of the Synod and his assistants to channel its program to and through the Districts to the congregations of the Synod;

4. periodically conduct stewardship conferences on a Synodwide and/or regional basis;

5. counsel with District Presidents and District stewardship leaders;

6. tabulate and file information on the activities, problems, and progress of the stewardship program on synodical, District, circuit, and congregational levels and periodically share the same where it may prove helpful;

7. produce materials necessary to carry out an effective stewardship program throughout the Synod;

8. cooperate with those synodical departments offering specific programs and services to the congregations of the Synod for the purpose of coordinating these programs and services into one overall program;

9. provide information to the Board of Directors of the Synod in the projection of synodical income on long- and short-range bases;

10. develop such interdepartmental work relationships as are necessary to the fuller attainment of its functions.

15.09 Staff

a. *Personnel and Selection of Staff*

1. The board shall appoint the Stewardship Counselor.

2. The Stewardship Counselor shall carry out the program of duties assigned to him by the board under its direction.

3. The board shall appoint the Associate Stewardship Counselors, as needed. They shall work

only in areas of the program as are assigned to them by the board.

4. The board shall determine the qualifications for the offices of the Stewardship Counselor and the Associate Stewardship Counselors and determine their duties and functions.

b. *District Boards*

1. *Membership.* Each synodical District shall elect or appoint a committee or board for stewardship.

2. *Function.* The District board shall cooperate with the Synod's Board of Stewardship and shall assist and advise the local congregations in the development and promotion of an adequate stewardship program.

3. *Stewardship Secretary.* The Districts of the Synod are advised to provide for the systematic supervision and qualified guidance and promotion of stewardship education. To that end, where possible, they shall establish and maintain the office of a Stewardship Counselor or Secretary, who shall be responsible to the District Stewardship Board in the performance of his duties.

c. *Congregational Boards*

Every congregation is encouraged to elect or appoint a board or committee for stewardship, which shall be responsible for carrying on an adequate stewardship program in the manner prescribed by the congregation.

B. ARMED FORCES COMMISSION

15.21 Personnel and Appointment of Commission

An Armed Forces Commission consisting of five pastors and two laymen shall be appointed by the President of the Synod after consultation with the Vice-Presidents. As emergencies arise, the personnel of this commission may be increased.

15.23 General Duties

The commission shall —

a. provide a ministry for all of the Synod's military personnel;

b. function as a liaison agency between the chiefs of the armed forces and Veterans Administration and the chaplains representing the Synod;

c. endeavor to keep the Synod well represented in all branches of the armed forces by soliciting and processing applications for appointments as chaplains in the armed forces, Reserve Corps, and Veterans Administration;

d. maintain an executive office and appoint an Executive Secretary if and when necessary, subject to the approval of the President of the Synod;

e. work in close cooperation with synodical and District officials and give information to them concerning the service maintained by the commission;

f. advise and report to the Synod on all matters pertaining to military and veterans affairs.

15.25 Chaplains

The commission shall —

a. solicit and process applications for appointments as military chaplains and request the President of the District in which the chaplain resides to issue the order for the ordination and commissioning or commissioning of such chaplains;

b. give counsel to chaplains;

c. insist on regular reports to the commission from chaplains on active duty;

d. withdraw ecclesiastical endorsement from chaplains who depart from the accepted Scriptural teachings and practices of the Synod or persist in an ungodly life or whose withdrawal is demanded for the good of the armed forces;

e. provide financial support for a reasonable length of time for chaplains who have been honorably discharged from the armed forces;

f. provide chaplains with appropriate literature.

15.27 Active Military Personnel

The commission shall —

a. keep an accurate record of all men and women serving in the various branches of the armed forces;

b. urge the pastors of the Synod to keep the commission informed concerning the men and women of their congregations who enter the armed forces;

c. provide Christian literature for the men and women in the armed forces;

d. advise the Synod concerning the operation of Lutheran service centers;

e. serve as a repository for all records of pastoral acts performed by chaplains or pastors serving military personnel;

f. undertake other responsibilities relating to the spiritual ministry to service personnel, also to their dependents, as well as to civilians overseas connected with or at military installations, as the Synod may direct.

15.29 The Military and Veterans in Hospitals

The commission shall —

a. provide for the spiritual needs of members of the congregations of the Synod and of others who desire its service in hospitals maintained by the armed forces and Veterans Administration;

b. endorse chaplains for Veterans Administration hospitals;

c. secure the services of civilian pastors to minister in hospitals not served by a chaplain of the Synod;

d. provide hospital chaplains and pastors with appropriate literature;

e. review the reports submitted by all hospital chaplains and pastors.

C. ARCHIVES AND HISTORY

15.41 Concordia Historical Institute

a. The Concordia Historical Institute shall be the official Department of Archives and History of The Lutheran Church — Missouri Synod.

b. The institute shall be maintained and controlled by the Synod as a separate corporate entity organized under the laws of the State of Missouri and shall be operated by a separate board of governors responsible and accountable to the Synod for all transactions and decisions in accordance with the provisions of its corporate charter and bylaws. It shall be related to the Board of Directors of the Synod in the same way as are other synodical boards.

15.43 The Board of Governors

a. The Board of Governors of the institute shall consist of eleven members. Five members shall be

appointed by the President of the Synod after consultation with the Vice-Presidents; five members shall be elected by the membership of the institute at its biennial meeting; one member shall be a representative of the Synod of Evangelical Lutheran Churches. The members of the board shall serve for terms of 4 years in such a way that the terms of six members shall alternate with the terms of five members.

b. The board shall elect its own officers.

c. The board shall fill vacancies subject to the approval of the President of the Synod.

d. The board shall have authority to appoint advisory members.

15.45 Purposes and Functions

a. The purposes of the department shall be:

1. to promote interest in the history of the Lutheran Church of America, particularly of The Lutheran Church — Missouri Synod;

2. to serve as a general advisory and correlating agency for the historical interests within The Lutheran Church — Missouri Synod;

3. to collect and preserve articles of historical value;

4. to stimulate historical research and publish its results;

5. to serve as the official depository for such other groups as designate the institute as their depository.

b. The functions of the board shall be:

1. to cause suitable catalogs and inventories of the institute's property to be made and all books, papers, manuscripts, and historical material to be properly classified, numbered, and arranged for security and convenient reference;

2. to provide for the development and growth of the museum, library, and archives by such purchases and acquisition as it may deem proper and to accept donations and loans of historical materials on behalf of the Synod;

3. to cause a record to be kept of all such donations and loans;

4. to facilitate the achievement of the purposes for which the department is maintained and to safe-

guard the financial interests of the Synod in this area.

15.47 Director

A Director shall be appointed by the Board of Governors, subject to the approval of the President of the Synod. He shall be in charge of the collections and shall be responsible to the board, performing such duties as are assigned to him by the board and serving the board in an advisory capacity.

15.49 Headquarters

The board shall establish and maintain its historical archives, library, and museum as well as offices at the Concordia Historical Institute, on the campus of Concordia Seminary, St. Louis, Mo.

15.51 Transfer

a. The President, the Vice-Presidents, the Board of Directors, and all other official boards, standing committees, and agencies serving the Synod shall transfer correspondence, records, and other papers from their respective offices to the archives when they are no longer of current operational value.

b. The protocols, records, correspondence, and other archives of officers, boards, committees, and departments of the Synod shall be transferred to the archives at the expiration of not more than 15 years, unless such records are still open.

c. Temporary committees of the Synod shall upon their dissolution transfer to the archives all records and material relating to their work.

d. Copies of official documents of the Districts, such as articles of incorporation, constitutions, bylaws, convention proceedings, and other official publications shall be filed in the archives of the Synod.

e. Institutions, congregations, and organizations that are disbanding permanently (not merging) are requested to transfer their records and other historical material to the archives for preservation and future reference.

XVI. INTERCHURCH RELATIONS

A. LUTHERAN COUNCIL IN THE UNITED STATES OF AMERICA

16.01 Representation

a. Voting representatives of the Synod to the Lutheran Council in the United States of America shall be named by the President of the Synod on recommendation of the Commission on Theology and Church Relations. These representatives shall participate in the activities of the Council according to its constitution and bylaws and in keeping with the theological and constitutional principles of The Lutheran Church—Missouri Synod. They shall submit formal reports to the President and to each convention of the Synod and shall keep the Commission on Theology and Church Relations informed of Council activities.

b. Standing committee representatives of the Synod to the divisions, departments, and commissions of the Lutheran Council in the United States of America shall be named by the President on recommendation of the Council of Administrators. They shall participate in the functions which concern their committee according to the constitution and bylaws of the Lutheran Council in the United States of America and in keeping with the theological and constitutional principles of The Lutheran Church—Missouri Synod. They shall submit formal reports to the President and to each convention of the Synod and shall keep the Council of Administrators informed of their activities.

B. SISTER CHURCH FELLOWSHIP

16.03 Procedure for Recognition

a. When a church body applies for formal recognition as a sister church, in altar and pulpit fellowship with the Synod, such recognition shall be proposed at a synodical convention only after the approval of the Commission on Theology and Church Relations.

b. When a synodical mission applies for formal recognition as a self-governing sister church, such recognition shall be proposed at a synodical convention by the Board for Missions with the approval of the Commission on Theology and Church Relations.

XVII. AUXILIARY ORGANIZATIONS

A. THE WALTHER LEAGUE

17.01 Affiliation Advised

The Synod recognizes the Walther League as a young people's organization within the Synod and advises youth groups within the Synod to affiliate with the Walther League.

B. THE LUTHERAN LAYMEN'S LEAGUE

17.03 Affiliation Advised

The Synod recognizes the Lutheran Laymen's League as the men's organization within the Synod and advises all men's organizations within the Synod to affiliate with the Lutheran Laymen's League.

C. THE LUTHERAN WOMEN'S MISSIONARY LEAGUE

17.05 Affiliation Advised

The Synod recognizes the Lutheran Women's Missionary League as the women's organization within the Synod and advises all women's organizations within the Synod to affiliate with the Lutheran Women's Missionary League.

D. LUTHERAN MEDICAL MISSION ASSOCIATION

17.07 Relationship to the Synod

The Lutheran Medical Mission Association is recognized as a service group within the Synod to cooperate with the Council for Christian Medical Work and with the Secretary for Medical Work of the Board for Missions.

XVIII. AMENDMENTS TO BYLAWS

18.01 How Made

Amendments to the Bylaws may be made provided they are —

- a. not contrary to the Constitution;
- b. presented in writing to a convention of the Synod;
- c. specified as Bylaw amendments and considered by a convention floor committee;
- d. submitted to the Commission on Constitutional Matters for clearance prior to presentation to the convention;
- e. adopted by the affirmative vote of a majority of the delegates present and voting.

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