1979 Handbook The Lutheran Church—Missouri Synod

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Handbook

of

THE LUTHERAN CHURCH—

MISSOURI SYNOD

1979 Edition

1979

Articles of Incorporation

Constitution and Bylaws

as amended by the

St. Louis Convention

July 6-12, 1979

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FOREWORD

After each synodical convention the Commission on Constitutional Matters is responsible for revising the HANDBOOK of The Lutheran Church—Missouri Synod to reflect actions of the convention. At this time the commission consists of Herbert H. Freise, chairman; Carl A. Eberhard, vice-chairman; John W. Klotz; Donald E. Prevallet; and Herbert Mueller, *ex officio*, secretary.

The 1979 synodical convention approved by the required two-thirds majority vote two proposed amendments to the Constitution of the Synod: a new Article III elaborating on the objectives of the Synod and a slight revision of Article XI defining more precisely the duties of the Treasurer. Under the constitutional provisions for amendments the earliest date on which these amendments can become effective, if approved by the member congregations of the Synod in the manner prescribed in Article XIV, is January 23, 1980. Accordingly, the present sections of the Constitution are still in force. The proposed revisions now before the congregations for their consideration and action are printed in the appendix.

The convention of the Synod also adopted new Bylaws for several sections. It defined more precisely representation at the conventions from our mission areas (1.61 d), adopted "partner church" terminology for "sister church" (2.27 h, 16.03), arranged for vice-presidential vacancies to be filled by election at the next convention (2.38), approved the creation and incorporation of a separate Church Extension Fund (8.51 ff., 2.87 c), included directors of Christian education in the colloquy procedures for admission to the teaching ministry (4.84), and amended several Bylaws as a result of granting the Brazil District partner church status (4.71 a, 4.87, 6.82 h).

The convention also amended the Bylaws regarding initial appointment to faculties (6.53 b) and permanent tenure (6.54), changed somewhat the membership Bylaws regarding the Board of Youth Ministry (7.71), adopted Bylaws for a Commission on Black Ministry (8.81), revised the procedures for the development of budgets and work programs (9.01 ff.), updated the Bylaws for Social Ministry (13.02), adopted detailed provisions for the transfer of records to the Archives (15.51), and approved expanded Bylaws regarding synodically recognized

auxiliaries and (a new category) listed service organizations (17.01, 17.03).

In retrospect, therefore, even though the Task Force created by the 1975 convention was submitting its final report concerning the entire structure of the Synod and its Districts, comparatively few changes were made. It should be noted, however, that some specific assignments were continued and entrusted to a new Task Force smaller in size.

Once again it is our fervent prayer that this little book will continue to fulfill its very useful role in our beloved Synod!

THE COMMISSION ON CONSTITUTIONAL MATTERS
HERBERT MUELLER, *Secretary*

Sept. 6, 1979

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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 500 North Broadway, St. Louis, Missouri.

d. The name of the registered agent of the corporation is John Schuelke.

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

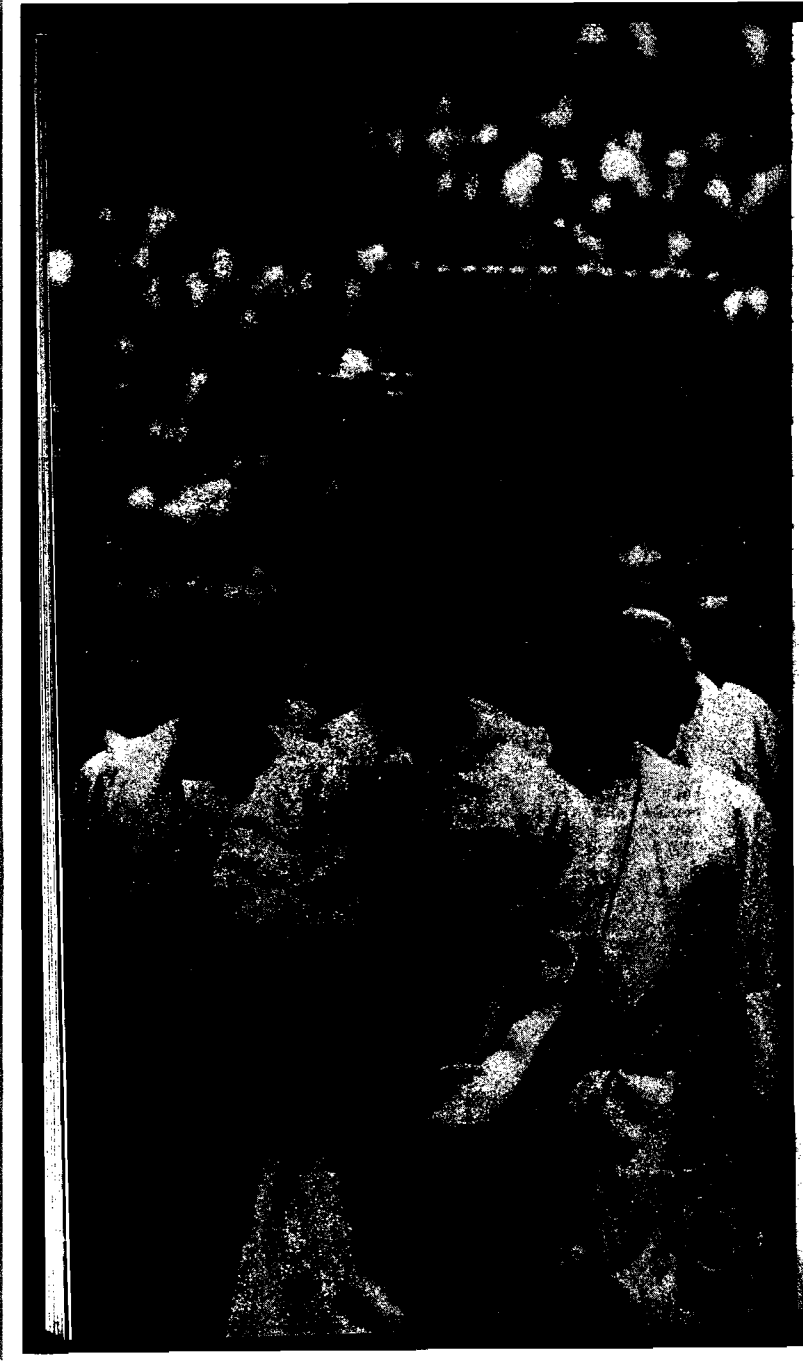
This corporation shall have and make such Bylaws as may be necessary to accomplish its purposes and shall have power to create such offices, committees, and other subordinate bodies as may be necessary to accomplish its general and special objects.

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.



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

The Synod, and every member of the 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 the 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

* See Appendix

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 the 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

The Synod shall have legal powers —

1. To purchase, hold, administer, and sell property of every description in the interests of the 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 the 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 the Synod hold voting membership. At the meetings of the Districts of the 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 the 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 the Synod;

2. Assistant pastors;

3. Ministers not in charge of congregations;

4. Professors at the 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 the 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 the 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 the Synod, but may be

received also at the meetings of the Synod.

Article VII Relation of the Synod to Its Members

In its relation to its members the 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 the 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. The 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 are necessary.

B. Special Sessions of the Synod

1. The 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 the 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 the Synod;

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

* Cp. Bylaws, 1.09 b.

Article X Officers

A

The officers of the 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 the Synod.

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

Article XI Rights and Duties of Officers

A. In General

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

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

4. Conventions of the 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 the Synod;

b. All such as are employed by the Synod;

c. The individual Districts of the Synod;

d. All District Presidents.

2. It is the President's duty to see to it that all the aforementioned act in accordance with the 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 the 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 the Synod.

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

5. At the sessions of the 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 the Synod;

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

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

8. The President shall perform all additional duties which the 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 the Synod, the President is authorized to submit them to a vote

of the congregations by means of the official periodicals. 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 the Synod;

3. Perform such other work as the 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 the Synod and shall —

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

2. Administer the 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 the 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 the Synod and the custodians of all property of the Synod, and upon them

* See Appendix

are incumbent the general management and supervision of all the business affairs of the Synod.

Article XII Districts of the Synod and Their Regulation

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

2. This Constitution is also the constitution of each District of the 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 the 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 the Synod.

6. All officers of the Districts have the same rights and duties as those outlined in this Constitution for the officers of the 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 the 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 the 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 the Synod are composed of the following:

A. Voting Representatives

The pastors of such congregations as hold voting membership in the 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 the 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 Direc-

tors 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 the Synod.

13. The regular sessions of the Districts are held in those years in which no regular session of the Synod is held. Only the 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 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 the Synod of the purpose of the intended special session.

Article XIII Expulsion from the 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 the 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 the 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 the Synod.

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

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

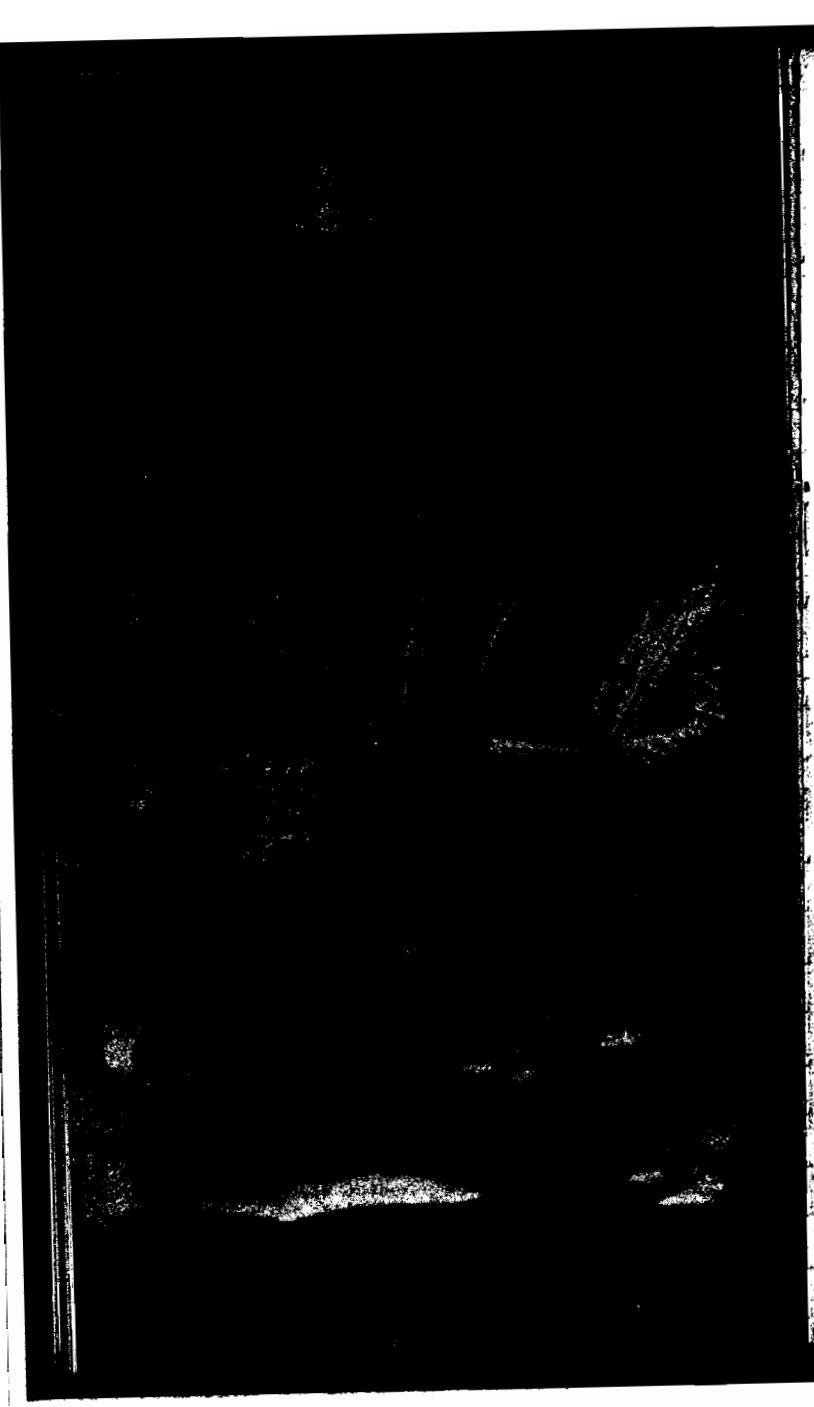
Article XIV Changes in, and Amendments to, the Constitution

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 the 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 amendments shall be submitted to the congregations of the Synod by means of three announcements in the official periodical 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 periodical of the Synod.



Bylaws of The Lutheran Church — Missouri Synod

I. SYNODICAL ORGANIZATION

A. CONFESSION

1.01 Confessional Position

The confessional position of the Synod is set forth in Article II of its Constitution, to which all who wish to be and remain members of the Synod shall subscribe.

1.02 Doctrinal Resolutions and Statements

a. The Synod, in seeking to clarify its witness or to settle doctrinal controversy, shall have the right to adopt doctrinal resolutions and statements which are in harmony with Scriptures and the Lutheran Confessions.

b. Doctrinal *resolutions* may be adopted for the information, counsel, and guidance of the membership. They shall reiterate the corporate position of the Synod and shall ordinarily cite the pertinent passages of the Scriptures, the Lutheran Confessions, and any previously adopted official doctrinal statements or resolutions of the Synod. Such resolutions come into being in the same manner as any other resolutions of a synodical convention and are to be honored and upheld until such time as the Synod amends or repeals them.

c. Doctrinal *statements* set forth in greater detail the corporate position of the Synod especially in controverted matters. A proposed statement or a proposal for the development of such a statement shall be—

1. submitted by the Commission on Theology and Church Relations directly to those listed in c 2 or submitted by a synodical convention, a District convention, a synodical faculty, or an official District pastoral or teachers conference to the Commission on Theology and Church Relations for evaluation, refinement, development, or recommendation, as the case may be;

2. submitted by the commission, if it acts favorably, to the congregations, the colleges and semi-

naries, and the clergy and teacher members of the Synod for study and suggestions for no more than one year (failure by the Commission on Theology and Church Relations to submit a proposed doctrinal statement within a year may be appealed to the convention through a proper overture);

3. refined further by the commission on the basis of suggestions received;

4. submitted by the commission to a convention for further consideration and possible adoption by majority vote; amendments shall require a two-thirds affirmative vote of those present and voting;

5. resubmitted to the congregations for ratification in its final existing form;

6. ratified and operative if a two-thirds majority of the member congregations which respond within 6 months registers an affirmative vote on a ballot supplied by the synodical Secretary for that purpose. Failure to ratify makes the statement inoperative, and this fact shall be reported by the Secretary to the members of the Synod through an announcement in an official periodical.

7. Such adopted and ratified doctrinal statements shall be regarded as the corporate position of the Synod and shall be "accepted and used as helpful expositions and explanations" (FC SD Rule and Norm, 10). They shall be honored and upheld ("to abide by, act, and teach in accordance with" [1971 Res. 2-21]) until such time as the Synod amends or repeals them.

8. An overture to amend such an adopted ratified doctrinal statement shall follow the same procedure as listed in paragraph c, 1 to 6, above.

9. An overture to repeal such an adopted and ratified doctrinal statement shall require a majority vote of a convention in answer to an overture properly submitted and be subject to the procedure of congregational approval set forth in paragraph c, 6, above.

10. In the interim, those who submit overtures to amend or to repeal shall, while retaining their right to dissent, continue to honor and uphold publicly the statement as the corporate position of the Synod, notwithstanding further study and action by the Synod.

d. Dissent from doctrinal resolutions and statements shall be governed by Bylaw 1.09 e.

B. MEMBERSHIP

1.03 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.

1.04 Signing Constitution

a. All pastor and teacher applicants shall file a signed statement as follows: "I have read the Constitution of The Lutheran Church—Missouri Synod, and I hereby affix my signature to it, dated_____, signed_____." This statement shall be filed with the Secretary of the District prior to the convention in which the individual wishes to be received.

b. The duly elected lay delegates of newly received congregations shall sign the Constitution as the representatives of their congregations in open session at the District convention which they attend.

c. The District Secretary shall obtain the signatures to the Constitution and shall note 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.

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.

d. Clergy and teacher members of the Synod shall hold their synodical membership in that District in which the congregation they serve holds membership or in which they are serving as District executives. Clergy and teacher members of the Synod who are serving an educational institution of the Synod shall be under the ecclesiastical supervision of the President of the geographical District in which the institution is located.

e. While retaining the right of brotherly dissent, members of the Synod are expected as part of the life together within the synodical fellowship to honor and to uphold the resolutions of the Synod. If such resolutions are of a doctrinal nature, dissent is to be expressed first within the fellowship of peers, then brought to the attention of the Commission on Theology and Church Relations before finding expression as an overture to the convention calling for revision or recision. While the conscience of the dissenter shall be respected, the consciences of others, as well as the collective will of the Synod, shall also be respected.

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.

C. 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 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 16 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 with reference to a case in which a member has been suspended or expelled and which is at present in the process of or subject to appeal, as well as overtures which, upon advice of legal counsel, may subject the Synod or the corporate officers of the Synod to civil action for libel or slander, shall not be accepted for convention consideration.

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 10 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 delegates (1.51), advisory delegates (1.57), and advisory representatives (1.61). 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 12 weeks before the start of the convention. The committee rosters shall be published in an official periodical at least 10 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. The first issue of *Today's Business* shall be issued containing tentative resolutions. This issue of *Today's Business* shall be sent to all registered delegates of the convention and to each congregation of the Synod.

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 7 weeks prior to the convention to the Secretary of the Synod, who shall transmit them to the appropriate convention committee for consideration. Responses to the tentative resolutions contained in the first issue of *Today's Business* shall be submitted in triplicate to the chairman of the appropriate floor committee at least one week prior to the convention. All floor committees shall meet at the convention site at a time prior to the opening of the convention to review such responses and reconsider their tentative resolutions accordingly.

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 Accounting Department 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 congregation in the Synod for the information and use of the pastor and his congregation. All delegates (voting and advisory) and all 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 of the next convention. If the convention fails to do so, the President shall do so. In case of necessity he may change the appointed time.

b. Conventions shall be conducted in the St. Louis area, with the understanding that consideration may be given by a previous convention to other areas upon special request.

c. 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.

D. 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

a. 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. All pastors who are not advisory members under Article V, B, of the Constitution shall be eligible for election. The privilege of voting shall be exercised by one pastor and one lay person from each member congregation of the circuit, both of whom shall have been selected in the manner prescribed by the congregation. Multiple parishes shall be entitled to a lay vote from each member congregation. Each delegate may write in the name of two pastors on the initial ballot. The three pastors (or more, in case of a tie vote) who receive the highest number of votes in this preliminary ballot shall be placed on the next ballot. Each voter shall now vote for only one candidate. Balloting shall continue with the lowest candidate being removed from each succeeding ballot until one pastor shall have received a simple majority of all votes cast, whereupon he shall be declared the pastoral delegate. The congregation or congregations served by the elected pastoral delegate shall be removed from consideration for supplying any other voting delegate or alternate for that particular convention.

b. Prior to the meeting of the electoral circuit,

each congregation may nominate one lay person, either from its congregation or from the circuit. These names must be submitted to the Circuit Counselor prior to the day of the circuit meeting and shall constitute the slate of candidates. All congregational nominees, except those who have been eliminated through the election of the pastoral delegate, shall be eligible for election. Each delegate may write in the name of two of the remaining lay nominees on the initial ballot. The three lay persons (or more, in case of a tie vote) who received the highest number of votes in this preliminary ballot shall be placed on the next ballot. Each voter shall now vote for only one candidate. Balloting shall continue with the lowest candidate being removed from each succeeding ballot until one lay person shall have received a simple majority of all votes cast, whereupon he or she shall be declared the lay delegate. The congregation from which the lay delegate has been elected shall then be removed from consideration for supplying any remaining alternates to that particular convention.

c. All other pastors who received votes in the initial write-in ballot, except those who were eliminated through the election of the lay delegate, shall be eligible for election as the alternate. Each voter shall now vote for only one candidate. Balloting shall continue with the lowest candidate being removed from each succeeding ballot until one pastor shall have received a simple majority of all votes cast, whereupon he shall be declared the alternate pastoral delegate. The congregation or congregations served by him shall be removed from consideration for supplying the remaining lay alternate.

d. All lay nominees except those which have been disqualified through the procedures listed above shall be eligible for election as the alternate lay delegate. The election of the alternate shall follow the same procedure as in paragraph c above.

e. All four persons elected shall come from four different member congregations.

f. 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 30 advisory clergymen and one advisory delegate for approximately every 30 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 representatives and their 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.

1.61 Other Advisory Representatives

a. The Vice-Presidents of the Synod, District Presidents, chairmen of synodical divisions, and the executive secretary of the boards and commissions of the Synod shall attend the synodical conventions. One additional executive level staff member for every five or major fraction of the staff of an individual board or commission of the Synod may also attend.

b. Each of the Synod's educational institutions shall be represented at synodical conventions by one of its board members in addition to the District President, by its president, and by one faculty member for every 20 or major fraction thereof.

c. Each elected board of the Synod shall be represented at the synodical conventions by no more

than two of its members, while each appointed board or commission of the Synod shall be represented at the conventions by no more than one of its members. Standing exceptions shall be the Board of Directors, the Commission on Constitutional Matters, and the Commission on Theology and Church Relations. Other exceptions must have the approval of the Board of Directors prior to each convention.

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 representatives from within the mission area who are on furlough at the time of the convention and will return to their mission area. They shall be elected by majority vote of all the missionaries in a given mission area from the total of those who are working in that area, including those on furlough, as of Oct. 15 of the year prior to the convention, at the rate of one representative for each ten missionaries (or major fraction thereof) salaried by the Board for Missions within such mission area; provided, however, that each mission area shall be entitled to at least one representative, even though there may be no other than terminating missionaries on furlough at convention time.

e. Each District Board of Directors shall be entitled to send no more than two advisory representatives to the synodical conventions, these to be selected either from the District Board of Directors or its full-time executive staff.

f. 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. However, such advisory delegates (1.57) and advisory representatives (1.61) shall be counted only once, either as advisory delegates or representatives, since they are eligible to serve as advisory members of the convention in a single capacity only, not under both.

1.63 Rights of Advisory Delegates and Representatives

a. Advisory delegates and representatives to the convention 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 convention unless otherwise specified.

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.

E. 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 Administration 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.

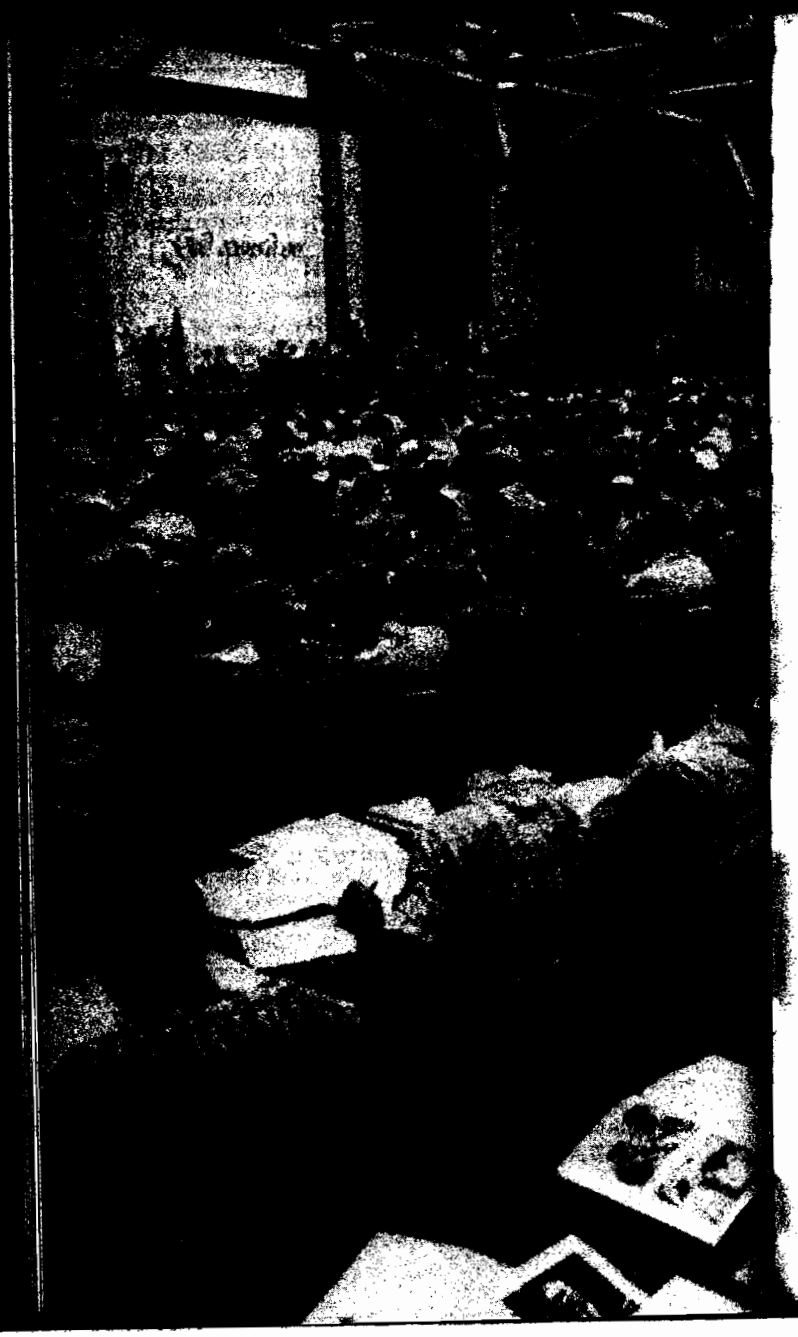
c. The District Treasurer shall remit the amount of the District levy to the synodical Accounting Department not later than the month of March before the convention.

d. The Accounting Department 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 preconvention housing and meeting facilities for them. All direct expenses incurred by these preconvention 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 Evangelism
- A Board for Higher Education
- A Board for Missions
- A Board of Appeals
- A Board of Directors of Concordia Publishing House
- A Board of Parish Education
- A Board of Stewardship
- A Board of Youth Ministry
- A Board of Control for each Educational Institution

b. By the Board of Directors after consultation with the President and Vice-Presidents:
- A Board for Public Relations

c. By the Board of Directors upon recommendation of the President:
- A Board of Social Ministry and World Relief

d. By the Board of Directors:
- A Board of Managers
- A Board of Trustees for The Lutheran Church — Missouri Synod Foundation
- A Board of Trustees for Trust Funds

e. By the President:
- A Board for Lutheran Radio
- A Board of Doctrinal Review

f. By the Council of Presidents:
- A Board for Lay Ministers

g. 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 elected or appointed as follows:

a. By the delegate convention of the Synod:
   A Synodical Commission of Adjudication

b. By the Board of Directors on recommendation of the President:
   A Council for Christian Medical Work

c. By the Board of Directors:
   A Commission on Architecture

d. By the President after consultation with the Board of Directors:
   A Commission on Lay Higher Education

e. 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 Organizations
   A Commission on Worship
   An Armed Forces Commission
   An Editorial Commission for Official Periodicals

f. By the President:
   A Commission on Black Ministry
   A Commission on Ministerial Health
   A Synodical Service Commission

g. By the President in part:
   A Colloquy Board for the Pastoral Office
   A Colloquy Board for the Teaching Ministry
   A Colloquy Board for the Deaconess Ministry

h. In part by election and in part by appointment as hereinafter provided in these Bylaws:
   A Commission on Theology and Church Relations

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.

c. The President, Vice-Presidents, Secretary, Treasurer, and members of the Board of Directors shall assume office on the fourth Sunday of September following their election. Members of other elected boards shall assume office immediately on their election. Members of all appointed boards and commissions shall begin their service on January 1, following each convention. The general rule shall apply that incumbents shall serve until their successors have been qualified.

2.07 Successive Terms

a. The offices of the President, of the First Vice-President, and of the Secretary 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 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.

e. If the President, the First Vice-President, or the Secretary of the Synod fail to be reelected to their office before they have reached the official retirement age or if they elect to resign from their position, they shall continue to receive their full salary to the end of the fiscal year while rendering transitional service. During this period the Personnel Department shall assist them, if requested, in their efforts at finding another opportunity for service in the church. In addition to the foregoing provisions an additional month's salary shall be allowed as severance pay on actual termination of service.

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 Induction

a. The elected officers and the Board of Directors shall be jointly inducted into their office in a church located in the St. Louis area. The place and time shall be determined by the Board of Directors and shall be announced before the close of the convention. Arrangements for the induction service shall be made in consultation with the newly elected President by a committee appointed by the Board of Directors.

b. Members of all other elected boards, as well as directors elected in a non-presidential year, shall be given formal recognition of their election in a ceremony conducted at the convention.

2.10 Interim Authority

a. Before his successor assumes office, the outgoing President shall use the intervening time to settle the affairs of his administration and assist the newly elected President as requested to become acquainted with the responsibilities of the office.

b. The existing Board of Directors shall continue to function until the newly elected and the reelected members of the Board of Directors assume office. It shall continue to carry out programs initiated prior to the electing convention.

c. No appointments to synodical boards, commissions, or committees shall be made and no new programs shall be initiated by the outgoing President or the Board of Directors during the interim. Emergency action that demands immediate attention may be taken in consultation with and with the consent of the newly elected President.

d. In the interim, the newly elected President shall meet with the reelected and newly elected Vice-Presidents to assess the state of the Synod, to plan for the communication and carrying out of the resolutions adopted at the convention, to assign areas of responsibility to the Vice-Presidents, to gather names and obtain information helpful for making wise appointments; he shall meet with the chairmen and executive secretaries of boards and commissions to discuss their convention reports, to receive from them their specific plans, goals, and objectives, and to assess with them the financial support they will need; he shall meet with the financial and administrative officers to assess the financial status of the Synod and the estimate of the financial resources available for the coming year.

e. The newly elected members of the Board of Directors shall attend whatever meetings of the Board are held in the interim, without vote, to become acquainted with their new responsibilities and board functions.

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 proposed budget with accompanying cost estimates in the format and under the timetable prescribed by the Board of Directors. 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.

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

2.12 Tenure and Termination

a. Unless otherwise specified in the Bylaws, the term of office of all executive secretaries, associate and assistant executive secretaries, and their equivalents as determined by position classifications approved by the Board of Directors, shall be 4 years. Appointees may normally expect reappointment if their work proves satisfactory and there is a continuing need for their services, but every appointment shall be subject to mandatory review and decision on reappointment every 4 years.

b. If a board or commission shall decide not to renew an appointment, 90-day notice shall be given to the executive, said period to begin on the first day of the following month. If the 90-day period should extend beyond the regular termination date, full salary shall continue to be paid for services rendered until the expiration of the 90-day period. During the 90-day period the Personnel Department shall assist the executive, if requested, in his efforts to find another opportunity for service in the church. If he succeeds in obtaining other employment before the expiration of the 90 days, his salary shall cease by the first of the following month. In addition to the foregoing provisions, an additional month's salary shall be allowed as severance pay on actual termination of service.

c. A board or commission may, by majority vote, also terminate for cause the services of its executive(s) before the end of the 4-year term. Valid causes for dismissal are adherence to false doctrine, conduct unbecoming a Christian, neglect of office, or refusal to cooperate. In such instances none of the foregoing financial arrangements shall apply. One month's salary shall be allowed as severance pay.

d. A board or commission shall have the authority to determine at which point an executive becomes unable to serve because of illness or incapacity. Full salary shall be continued until the provisions of the Concordia Plans become operable, but not for more than 90 days.

2.13 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.

2.14 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 shall be the chief executive officer of the Synod.

b. 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.

c. The President shall ordinarily carry out his supervisory responsibilities with reference to the operating and service divisions of the Synod through the Administrative Officer of the Board of Directors, who in such matters is responsible to the President.

d. 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.

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

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

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

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

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

j. 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.

k. 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.

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

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.

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 resulting vacancy shall remain vacant until filled by election at the next convention of the Synod.

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 and secretary of the Board of Directors of the Synod;

c. serve as consultant to the local convention committee;

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

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

f. record the proceedings during the synodical conventions;

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

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

i. edit the *Proceedings* of the convention and arrange for their distribution in harmony with the provisions of the Bylaws;

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

k. carry out responsibilities with reference to the nomination and election of the President and First Vice-President as detailed in the Bylaws (2.127 and 2.129);

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.

2.61 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

* See 2.39 b.

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.

2.80 Assistant Officers

The Board of Directors, subject to the approval of the President of the Synod, shall appoint such assistant officers and such staff as may be required from time to time to carry out the business and legal affairs of the Synod.

2.81 Duties in Planning

a. The Board of Directors shall require the Council of Administrators through the Administrative Officer of the Board of Directors 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. The Board shall provide such staff assistance as is needed in the planning process.

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 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.

e. The Board of Directors shall provide the necessary personnel to coordinate and insofar as practical to conduct the research and statistical activities for the Board of Directors, boards, commissions, operating departments, and agencies of the Synod; to maintain a continuing analysis of the growth characteristics of the Synod and prepare periodically short-range and long-range forecasts of synodical growth in terms of significant factors; to provide technical advice and guidance to the agencies of the Synod in the performance of their research work; to gather the parochial, District, and synodical statistics annually and publish such statistics in tabulated form with the necessary analysis and annotations in the *Statistical Yearbook* (all pastors, officers, District boards, etc. within the Synod shall furnish the department with the requested data on the prescribed forms); and to maintain the official rosters of the Synod.

2.83 Duties with Respect to Synodical Personnel

a. The Board of Directors shall review position descriptions of synodical staff members to eliminate overlap and duplication of activity.

b. The Board of Directors, after consultation with 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.

c. The Board of Directors shall establish the remuneration of elected synodical officers and of staff personnel.

d. The Board of Directors shall appoint the executive secretaries and staff members in cases

where there is no board or commission.

e. The Board of Directors shall provide a Personnel Director who shall be advisory to the boards, commissions, and officers of the Synod.

2.85 Financial Duties

a. *Accounting Procedures*

1. The Board of Directors shall establish and prescribe uniform accounting procedures and systems, financial reporting, and budgeting classifications in and for all boards, commissions, agencies, and institutions of the Synod. Such procedures and sytems shall apply to all operations, including Church Extension, Worker Benefit Plans, and all specific funds. The Board of Directors shall, through the Accounting Department, receive from all agencies, institutions, boards, and commissions periodic financial statements, consolidated balance sheets, and operating statements.

2. Districts shall to the extent possible publish their quarterly and annual reports in the Synod's standard reporting format and transmit to the Synod's Accounting Department such reports for use in preparing consolidated financial statements. Districts shall be encouraged to use the Synod's procedures as described in paragraph 1 above.

3. The Board of Directors shall provide an Accounting Department which shall, in accordance with policies and procedures established by the board, maintain on behalf of the Treasurer (cf. Art. XI, E, of the Synod's Constitution, "Duties of the Treasurer") all accounting records for all fund classifications of the Synod (exclusive of the Districts, except where legally required), including the general ledgers, which may feasibly and conveniently be maintained in a centralized Accounting Department of the Synod; prepare checks for all disbursements supported by approved vouchers for signature of the Treasurer; serve as custodian of payroll and accounting records; and prepare, publish, or disseminate in consultation with the Treasurer financial statements and reports, including regular fiscal reports to the Board of Directors.

b. *Budgeting Procedures*

1. The Board of Directors shall establish and prescribe uniform budgeting procedures in and for

all boards and commissions of the Synod and all its institutions for all operations, including Church Extension, Worker Benefit Plans, and all specific funds, and through the Accounting Department shall receive the budgets and work programs for review and evaluation with representatives of the appropriate boards and commissions.

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 Administrative Officer of the Board of Directors, 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 Accounting Department. All funds held or received by a synodical agency shall be accounted for and shall be subject to budgetary control.

c. *Audit Procedures*

1. The Board of Directors shall assure itself that audits are provided by internal auditors or independent certified public accountants for all boards, commissions, and agencies of the Synod and all its institutions, and in all the synodical Districts, for all operations, including Church Extension, Worker Benefit Plans, and all specific funds, and through the Internal Audit Department shall receive copies of such audits.

2. The Board of Directors shall provide an Internal Audit Department which shall, in accordance with policies and procedures established by the board, conduct or arrange for audits for the units described in paragraph 1 above, all audits to be

conducted in accordance with generally accepted auditing standards.

d. *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.

e. *Special Offerings*

1. The Board of Directors, in the event of need or unusual circumstances, may, after consultation with the Council of Presidents, provide for special offerings 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, such shall not include any assets of the Lutheran Church Extension Fund—Missouri Synod, and provided further 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 its Administrative Officer to expedite the execution of authorized plans. The Board of Directors, through its Administrative Officer 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 Administrative Officer.

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 Accounting Department 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 activities 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 an official periodical 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 tech-

nical 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 Administrative Officer of the Board of Directors

a. The Administrative Officer of the Board of Directors shall be appointed by the Board of Directors in consultation with and subject to the approval of the President of the Synod. The Synodical Service Commission shall assist in the selection of candidates for the office. The term of office shall be for a period of 4 years, with no limitation on reappointment to successive terms. The term shall begin on January 1 following the election of the President.

b. The Administrative Officer of the Board of Directors shall —

1. serve as administrative officer of the Board of Directors and as such carry out the decisions of the Board of Directors as it may direct;

2. assist the President, as he directs, in the President's supervisory responsibility with reference to the operating and service divisions of the Synod (Missions and Special Ministries; Higher Education; Parish Services; Communications; Stewardship Services; Administration);

3. represent the Board of Directors on the Council of Administrators;

4. exercise leadership in planning, budgeting, and personnel matters among the chairmen of all the operating and service divisions of the Synod;

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 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 supervising the observance of its decisions as transmitted to the agencies by the Secretary;

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

10. through independent certified public accountants or internal auditors provide periodical audits of synodical accounts and agencies as the Board of Directors may require;

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

12. report regularly to the Board of Directors and to the President on the activities of his office.

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 chief executive officers who are directly accountable to the synodical boards and commissions and such assistant officers as may be determined by the Board of Directors. Other executive positions shall be filled by the respective boards and commissions from a slate of at least three certified candidates gathered by the personnel department and approved by the President of the Synod prior to submission of the slate to the boards or commissions involved.

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. The list of nominees shall be published in an official periodical of the Synod or communicated to the member congregations of the Synod in another way at least 4 weeks prior to the date on which the appointment is to take place;

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

4. after having examined the qualifications of all nominees with respect to the specifications of the position, certify at least three nominees for the approval of the President of the Synod and after such approval provide an approved slate of 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.

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

d. *Other services.* The assistance of the commission may be requested in the selection of District executive secretaries.

2.104 Designation of Appointing Authorities

Administrative positions and their corresponding appointing authorities shall be designated as follows:

1. the Administrative Officer of the Board of Directors, 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 its Administrative Officer, 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 request early retirement under the applicable provisions of the Concordia Retirement Plan, but he shall be eligible at the end of

the calendar year in which his 65th birthday occurs for reappointment on a contract basis, which reappointment shall be for one calendar year at a time. Such request for reappointment shall be accompanied by satisfactory medical evaluations. No extension shall be granted beyond the year in which the employee attains the age of 70 as provided in the Concordia Retirement Plan.

2. 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.

3. The administration of this policy 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

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. The term of office of the appointed voting members of the commission shall be 8 years. Except when it is necessary to fill a vacancy for the remainder of an unexpired term, only one voting member may be appointed in any 2-year period.

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 HAND-

BOOK 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 two 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 Fort Wayne 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 shall be advisory members.

b. *Functions and Duties*

1. The primary function of the commission shall be to provide guidance to the Synod in matters of theology and church relations, specifically:

aa. in bringing matters of theology and church relations through special studies and documents to the membership of the Synod and to conferences;

bb. in addressing itself to and evaluating the existing fellowship relations for the purpose of mutual admonition and encouragement;

cc. in referring theological issues and questions to the proper individuals or groups of individuals for additional study;

dd. In suggesting and outlining studies of contemporary issues, including also current social issues, as they affect the church and as the church may affect such social issues;

ee. in fostering and providing for ongoing theological education through institutes, seminars, and other means;

ff. in obtaining and studying theological treatises, conference papers, and similar documents and studies.

2. The commission shall assist the President at his request in discharging his constitutional responsibilities, specifically:

aa. in fostering and preserving the unity of the faith within the Synod;

bb. in dealing with other church bodies;

cc. in initiating and pursuing fellowship discussions with other church bodies;

dd. in appointing representatives to the Lutheran Council in the United States of America.

c. *Executive Secretary.* With the approval of the President, the commission may engage an executive secretary for a period not exceeding 4 years. The appointment may be renewed. The duties of the executive secretary shall be established by the commission in consultation with the President.

2.111 Commission on Ministerial Health

a. *Membership.* The President of the Synod shall appoint a Commission on Ministerial Health con-

sisting 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. The District President shall have authority to place a disabled church worker temporarily on a c. r. m. or leave of absence status.

5. The Board of Managers of the Concordia Plans 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 President, 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 nine members are architects, one is a clergyman and/or teacher, and one an artist engaged in or teaching in the art profession. The commission shall, when requested, counsel and advise congregations, synodical and District boards and commissions, and agencies of the Synod and Districts concerning site selection, site conditions, building programing, and various phases of building and planning of construction of any structure, new or remodeled.

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.

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 hereinafter 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.

c. The tally of the votes cast for each candidate shall be announced after each ballot in all elections.

2.127 Nominations for President and First Vice-President

Nominations for the office of President and First Vice-President of the Synod shall be made in the following manner:

a. Each voting congregation shall be entitled to nominate from the clergy roster of the Synod two clergymen as candidates for President and two clergymen as candidates for First Vice-President.

b. The Secretary of the Synod shall mail to each voting congregation of the Synod ballots for nominating these candidates.

c. Each nominating ballot shall be signed by the president and the secretary of the voting congregations and shall be sent to the Secretary of the Synod not later than 4 months prior to the opening date of the convention.

d. The Secretary of the Synod, with the approval of the synodical Board of Directors, may engage an

external auditing firm to tabulate the nominations and shall report to the convention by means of the convention manual the names and tallies of all clergymen who have received nominating votes for the office of President and First Vice-President.

e. Groups and individuals within and without the Synod are urged to refrain from circularizing the Synod or areas thereof relative to favoritism in nominations for President and First Vice-President.

2.129 Candidates for the Office of President and First Vice-President

a. Candidates for the office of President and First Vice-President shall be in each instance the five clergymen receiving the highest number of votes in the nominating ballots of the congregations.

b. The Secretary of the Synod shall notify each candidate and shall secure his approval in writing for inclusion of his name on the convention ballot. Each candidate shall reply within 10 days as to his willingness to serve if elected.

c. In the event of the death, declination, or unavailability of any candidate, the nominee having the next highest number of votes shall become a candidate.

d. In the event of a tie for the fifth position among the candidates, all names involved in the tie shall be listed as candidates.

e. The Secretary of the Synod shall publish in the convention manual brief biographies of the five candidates for President and the five candidates for First Vice-President, giving adequate information on each candidate. This report shall contain such pertinent information as age, residence, number of years in the Synod, present position, District or synodical offices previously held, year of ordination, former pastorates, involvement in community, government, or interchurch affairs, and any other specific experience and qualification for the office.

f. The convention shall have the right to alter each slate at the proper time by amendment. The amendment procedure shall include merely a motion, a second, and a vote on the amendment, deliberately excluding verbal characterizations and discussion of the motion (except for the chair to ascertain that the requirements have been met as to eligibility, consent, and the filing of the biographical form). Any dele-

gate making a nomination from the floor shall have secured prior written consent of the candidate whom he wishes to nominate. Such delegate shall immediately submit to the Secretary of the Synod this document and written pertinent information concerning his nominee as detailed in 2.129 e.

g. After all such amendments have been voted on, the convention shall ratify the slate of candidates prior to each election.

2.131 Election of President

a. Each voting delegate shall be entitled to vote for one of the candidates for President.

b. The candidate receiving a majority of the votes cast shall be declared elected.

c. If no candidate receives a majority of the votes cast, the four candidates receiving the highest number of votes shall be retained on the ballot, and another vote shall be taken. Thereafter, the candidate receiving the smallest number of votes shall be eliminated on each subsequent ballot until one candidate receives a majority of the votes cast.

2.133 Election of First Vice-President

After the results of the presidential election have been announced, the convention shall take action as outlined in 2.129 f and g on the slate of candidates for First Vice-President and shall then elect the First Vice-President according to the procedures outlined for the election of 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 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 Other Vice-Presidents

In the election for the other 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.

d. The chairman and secretary of the committee shall be advisory members of the succeeding Committee for Convention Nominations.

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 an official synodical periodical 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 Con-

vention 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. In the case of the Boards of Control of synodical institutions the committee shall consult with the Board for Higher Education and receive their nominations for the various Boards of Control for their consideration.

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 preconvention issue of an official periodical 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, specific experience and qualifications for the office in question, and if the candidate so desires, also a brief personal statement.

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 with the concurrence of the President of the Synod.

b. In cooperation with the Administrative Officer of the Board of Directors the division chairmen shall assist the respective boards, commissions, and operating departments in their division in developing annually long-range plans, work programs, and budgets and in determining adjustments to such plans which the Board of Directors may require in

the exercise of its responsibilities or which may otherwise become necessary during the course of the year; and shall provide guidance to the respective departments in the development of policies, job specifications, and organizational planning. The Board of Directors shall provide needed staff assistance.

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, who shall serve as chairman of the Council, or in his absence designate the chairman.

2. The Secretary of the Synod, who shall serve as secretary of the Council.

3. The First Vice-President of the Synod.

4. The Treasurer of the Synod.

5. The Chairman of the Division of Missions and Special Ministries.

6. The Chairman of the Division of Higher Education.

7. The Chairman of the Division of Parish Services.

8. The Chairman of the Division of Communications.

9. The Chairman of the Division of Stewardship Services.

10. The Administrative Officer of the Board of Directors 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. in cooperation with the Administrative Officer review the long-range plans, work programs and budgets of the respective divisions, boards, commissions, and operating departments of the Synod and submit to the Board of Directors recommendations thereon in line with the projected income and growth of the Synod; and in keeping with the concept of a balanced budget;

2. review monthly the actual performance of all departments and assist the respective departments in making necessary revisions to the current year plans and programs;

3. recommend to the Board of Directors such changes in approved plans as may become necessary when income forecasts fail to materialize or when for other reasons the approved plans of the Synod cannot be carried out;

4. recommend to the Board of Directors policies and procedures for more effective management of the Synod and encourage a uniform observance throughout all departments of sound and efficient administrative and operational procedures and routines;

5. with the assistance of necessary subcommittees, coordinate the development, implementation, and operation of programs to avoid duplication and provide timely and efficient programs which will meet the needs of the boards, commissions, and operating departments and the total Synod;

6. invite periodically all department heads within the respective divisions to plenary meetings of the council to discuss the plans and operations of the Synod;

7. approve all requests for grants from outside sources within policies established by the Board of Directors;

8. make recommendations to the Board of Directors on proposed grants to other organizations for joint programs and on proposed participation in any new programs to be conducted directly or indirectly by the Lutheran Council in the United States of America or any similar inter-Lutheran organization;

9. 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 nonviable 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 of the convention regularly until the close of the convention.

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.

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 rosters of clergymen and teachers in the *Lutheran Annual* as far as his District is concerned and remove the names of those who have died, have severed their connections with the Synod, have been eliminated from the roster by the Council of Presidents, have resigned their status as clergymen or teachers in the Synod, or have in some way disqualified themselves for service in the church.

3.53 Council of Presidents

The President and Vice-Presidents of the Synod and the District Presidents shall form the Council of Presidents. The council shall meet three times each year and in addition at the call of the President or at the request of one third of the Council of Presidents:

a. To enable the President to advise and counsel his representatives in the Districts;

b. To enable the District Presidents in turn to give counsel to the President;

c. To counsel with one another on matters regarding the doctrine and administration of the Synod and its Districts;

d. To edify and support one another in the work they share;

e. To carry out such assignments as the Synod may give to the council from time to time.

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 ma-

jority, 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 achievement 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, an 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 participa-

tion 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 pastor 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 cooperation 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 there-

fore 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.

c. The President of the District to which a candidate is to be assigned shall be consulted, and his suggestions and recommendations shall be part of the final recommendation to the plenary Board of Assignments.

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 Colloquy Board for the Pastoral Office 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 Fort Wayne 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

f. An instructor, administrator, or other staff member on the faculty of a synodical educational institution or of an educational institution recognized by the Synod;

g. A military or institutional chaplain called by the Synod or by one of its Districts;

h. An executive or professional staff member called or appointed by a church-related agency recognized by the Synod.

4.35 Emeritus

A clergyman or teacher who has retired after reaching the age of 55 or for reasons of total and permanent disability shall be eligible for retention on the roster. Any unusual case shall be decided by the Council of Presidents.

4.37 Candidate Status

a. A clergyman or teacher who is eligible to perform the duties of the offices of ministry specified in Bylaw 4.33 but who is not currently performing those duties and who is not retired may be continued on the roster for a period not to exceed three consecutive years, subject to annual review by the President of the District of which he is a member. For the extension of the candidate status beyond three consecutive years the Council of Presidents shall require an annual application from the candidate as well as an evaluation by his District President. The Council shall determine by written ballot whether or not the request shall be honored, in each instance, for an additional year.

b. Among criteria for determining whether candidate status should be granted or continued are: the health of the applicant; the extent of his current involvement on a part-time and assisting basis in the ministry of Word and Sacrament; a demonstrated willingness to consider a call or appointment to a position recognized by the Synod under its Bylaw regulations.

4.39 Reinstatement

All applications for reinstatement to the clergy or teacher roster of the 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 shall make

a recommendation to the Council of Presidents, which shall decide the issue by means of a written ballot. If the applicant is reinstated, the District President shall announce this fact in an official periodical of the Synod.

D. 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

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.

E. 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

Fort Wayne. 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 for admission to the pastoral colloquy program 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. Men whose names appear on the teaching roster as Lutheran parochial school teachers or directors of Christian education shall in addition to

the above testimonials from the District President also present a recommendation from the superintendent of the schools or a comparable officer of the District in which they have last served as teachers or directors of Christian education.

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 other Christian church bodies and are graduates of established theological seminaries;

2. graduates of the Synod's teachers colleges whose names appear on the roster of the Synod and who have had at least 5 years of successful experience as a Lutheran school teacher or director of Christian education and are in good standing in a congregation of the Synod;

3. members in good standing of synodical congregations who are graduates of an established nonsynodical seminary;

4. members in good standing of synodical congregations who are over the age of 40, are college graduates, and have had considerable experience in church work;

5. members in good standing of a synodical congregation who belong to a special ethnic or linguistic group, who have a college-level education, and who have had considerable experience in church work.

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 an official periodical 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. After admission to the pastoral colloquy program, a full final year of resident training in one of our Synod's seminaries, as well as a vicarage under synodical auspices, shall be expected of:

1. ministers, or candidates for the ministry, in good standing in other Lutheran church bodies;

2. members in good standing of synodical congregations who are graduates of an established nonsynodical Lutheran seminary.

b. After admission to the pastoral colloquy program, up to 2 full academic years of instruction at one of the Synod's theological seminaries, including not less than one full year in residence, as well as a vicarage under synodical auspices, shall be expected of:

1. ministers, or candidates for the ministry, in good standing in non-Lutheran Christian church bodies;

2. graduates of a non-Lutheran seminary, in good standing in a synodical congregation.

3. graduates of the Synod's teachers colleges who have had at least 5 years of successful experience as a Lutheran teacher or director of Christian education.

c. After admission to the pastoral colloquy program, a minimum of 2 full academic years of instruction at one of the Synod's theological seminaries, at least 1½ years of which shall be in residence, as well as a vicarage under synodical auspices, shall be expected of:

1. members in good standing of synodical congregations who are over 40, are college graduates, and have had considerable experience in church work;

2. members in good standing of synodical congregations who belong to special ethnic or linguistic groups, who have a college-level education, and who have had considerable experience in church work.

d. The board shall determine the course of study and length of vicarage for each candidate on the basis of his needs and ecclesiastical background. In general, the course of study should include courses in the major areas of theology. In exceptional cases the board may regard special educational attainments or church work experience as meeting a portion of the aforementioned requirements, provided

that the Synod's high professional standards for the ministry are maintained.

e. The board may ask District Presidents or other qualified persons to assist them from time to time in special cases.

f. 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 under the direction of the Colloquy Board for the Pastoral Office.

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 Argentina Colloquy Board

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.

F. ADMISSION TO THE TEACHING MINISTRY (INCLUDING DIRECTOR OF CHRISTIAN EDUCATION) 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 to-

gether 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 an official periodical 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 an official periodical 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.

4.84 Directors of Christian Education

The foregoing Bylaws 4.75 to 4.83 shall also apply

to application for recognition as a director of Christian education through the colloquy process. The requirement of Bylaw 4.77 c shall be construed as including also alternative service in the position of director of Christian education.

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 Argentina

Teacher colloquies in the Argentine District shall also be conducted according to these regulations, adapted to requirements of the 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.

G. 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 an official periodical 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.

H. LAY MINISTERS

4.101 Board for Lay Ministers

a. *Membership.* The Board for Lay Ministers

shall consist of one District President, one parish pastor, one member of a synodical seminary faculty, one member representing the lay ministry program at Concordia College, Milwaukee, a Vice-President of the Synod, who shall serve as chairman, and the Executive Secretary of the Board for Higher Education or his representative in an advisory capacity.

Full-time or part-time staff may be engaged by the board as conditions may warrant and require, with the approval of the Board of Directors.

b. *Election.* The voting members of this board shall be elected with overlapping terms by the Council of Presidents.

c. *Functions.* The Board for Lay Ministers shall:

1. direct the colloquy program for lay ministry according to regulations adopted by the Synod;

2. serve as the Advisory Council to Concordia College, Milwaukee, in its lay ministry program;

3. work in harmony and cooperation with the lay ministry program of Concordia College, Milwaukee, of which it is an extension;

4. establish the academic and theological standards for admission to the lay ministry by colloquy, in consultation with the faculty of Concordia College, Milwaukee;

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

6. examine applicants as to readiness for acceptance into the lay ministry of the Synod, recommend approved candidates to the Board of Assignments for placement, and provide guidelines for their supervision;

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

4.102 Eligibility

Applicants shall be at least 20 years old, or have 2 years of college, and agree to have administered prescribed aptitude, achievement, personality, and vocational entrance tests. Personal interviews may be required.

4.103 Application for Admission

a. Applications of men and women for admission to the lay ministry colloquy program shall be

directed to Concordia College, Milwaukee. The application shall be accompanied by the following documents:

1. Complete background information setting forth clearly the applicant's background, religious affiliation, previous church-work activity and experience, employment record, formal and informal education, and reasons for wishing to qualify for lay ministry service 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. Testimonials as to Christian character and life, personality, ability, and previous service from the applicant's pastor and two references from previous employers or persons who have observed the applicant for at least 2 years.

4. A letter of endorsement from the applicant's District President.

4.104 Publication of Applicant's Request

The name of an applicant requesting admission to the lay ministry program shall be published in an official periodical of the Synod after his application has been endorsed by the District President and approved by the Colloquy Board. If no valid objection is filed within 4 weeks after publication of such notice, the colloquy procedure may continue.

4.105 Academic and Theological Requirements

Applicants for admission to lay ministry by 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 Associate in Arts degree or its demonstrated equivalent.

b. The completion of required courses or their equivalent in the areas of general education, Christian doctrine, Biblical interpretation, church history, and practice, to meet the academic and theological standards established by the board.

c. Evidence of successful service in a church agency within the Synod prior to regular placement in the church.

d. Residence at a synodical college as determined necessary or desirable by the board.

4.106 Placement

a. The board shall recommend placement of those applicants who have satisfactorily completed their colloquy studies and passed their colloquy examination.

b. The board shall report its action to the President of the District in which the candidate resides and publish a report of its favorable action in an official periodical of the Synod.

c. Every applicant whom the board declares qualified for lay ministry shall be assigned his first placement by the Board of Assignments.

4.107 Service and Supervision

a. Male lay ministers are licensed, not ordained, to serve in all areas of the ministry of the Word when authorized by a local congregation and supervised by an ordained pastor.

b. Women engaged in this area of the church's work are licensed to serve in such areas of the ministry of the Word as are authorized by a local congregation and supervised by an ordained pastor, except in those functions distinctive to the pastoral office.

c. The President of the District in which a lay minister is assigned shall be responsible for his supervision, which, however, may be delegated to another ordained pastor in the District. If a lay minister is assigned to a congregation, he shall serve under the supervision of his own pastor. The District President shall approve all reassignments of lay ministers within his District.

d. If a lay minister wishes to accept an assignment in a District other than the one in which he is serving, his transfer requires the approval of both District Presidents.

e. Lay ministers may serve as lay delegates to conventions of the Synod.

I. CONFERENCES OF PASTORS AND TEACHERS

4.111 Official Pastoral and Teachers Conferences

a. In each District of the Synod there shall be an official conference for its pastors and an official

conference for its teachers. Each official conference shall consist respectively of all clergymen and all teachers on the District roster and shall meet, if possible, in plenary sessions at least once each year and may meet more frequently in major sections (not more than four sections) whose geographical boundaries shall be established by the District in convention. Also such major sectional meetings shall be regarded as sessions of the official conference.

b. All clergymen and teachers on the District roster are expected to attend meetings of their official conference or present a valid excuse.

c. The plenary and the sectional meetings of both official conferences may adopt and submit overtures to the District and synodical conventions.

d. Four weeks prior to the convention of the District the minutes and essays or a reasonably comprehensive summary of the essays accepted by the pastoral conference and by the teachers conference in plenary and sectional meetings shall be submitted to a committee appointed by the District President for examination and a report to the convention.

4.113 Other Conferences

a. The official pastoral and official teachers conferences shall be encouraged to meet also jointly for the purpose of discussing doctrinal, professional, and practical matters.

b. Pastors and teachers are encouraged to organize smaller conferences in addition to their official conferences.

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

4.115 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 cul-

tivate 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.

4.117 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. ADJUDICATION AND APPEAL

A. BASIC PRINCIPLES

5.01 General Purposes and Objectives

The provisions of this article are established in order to provide a means consistent with the Word of God to find the truth, provide for justice, safeguard the welfare of the Synod and, wherever possible, effect reconciliation (i) in all cases of excommunication and (ii) in all cases of disagreement, accusation, or controversy in which all the parties are within the following: the Synod, District of the Synod, organizations owned and controlled by the Synod, persons holding positions with any of the foregoing, or members of the Synod.

5.03 Informal Settlement Efforts

a. Before an individual may commence an action with a Commission of Adjudication involving excommunication, he shall first present his case to the appropriate Circuit Counselor. If the Circuit Counselor cannot settle the matter, the individual shall present his case to the District President. If this effort should also fail, the matter may be submitted by the individual to the appropriate District Commission of Adjudication, in accordance with provisions hereinafter set forth.

b. Before any matter other than excommunication is submitted to a Commission of Adjudication, opportunity to settle the matter shall be given to the District President, synodical President, or to the chief officer of such organization owned and controlled by the Synod as may be involved.

5.05 Exclusiveness of Remedies

Except as may be otherwise in these Bylaws set forth, expressly stated to be an exception hereto, provisions of this Article V shall govern all formal adjudication and appeal procedures within the Synod.

5.07 The Congregation's Right of Self-Government

When a decision of a congregation is in issue, the congregation's right of self-government shall be recognized. A Commission of Adjudication may, therefore, review the decision 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 decision. If the congregation does not revise its decision, the other congregations of the Synod shall not be required to respect such decision and the District involved shall take such action with respect to such congregation as it may deem necessary.

5.09 Definition of 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 KFUO, 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. "Members of the Synod" shall mean those individuals and congregations holding membership in the Synod specified within Article V of the Constitution of the Synod.

c. "Position" shall include (i) membership on a board or commission, (ii) status as an officer (including a Circuit Counselor), and (iii) any executive employment (as defined by the respective corporate board) regardless of whether the position was filled by election, appointment, or call, whether lay or clergy.

B. SUSPENSION AND EXPULSION

5.11 Notification of Accusation

When a member of the Synod is accused of an act or of conduct which could result in expulsion from the Synod under Article XIII of the Constitution, the accusation shall be addressed in writing to the President of the District in which said member holds membership. The District President shall promptly inform such member that such an accusation has been made against him. If the member consents to the expulsion, the District President shall publish such fact in an official periodical of the Synod and shall so report to the next District convention.

5.13 Commencing an Action of Expulsion

If a member of the Synod, accused of an act or of conduct which could result in expulsion from the Synod under Article XIII of the Constitution, does not consent to such expulsion, the District President, in consultation with the District Vice-Presidents, may suspend the member, provided, however, that the member shall have been given written notice of the proposed suspension 15 days in advance of the effective date thereof, during which the said member may ask the District President to reconsider on the ground that adequate informal settlement efforts (Section 5.03 b) have not been made. Within 7 days after the effective date of such suspension, the District President shall submit the case to the District Commission of Adjudication for adjudication in accordance with the provisions hereinafter set forth. In the event that 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 Commission of Adjudication as herein provided.

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, 1-3, inclusive), may on his own initiative institute proceedings, take administrative action, and, if necessary, present charges to the appropriate District Commission of Adjudication, provided, however, that such must be in the same manner as hereinabove set forth for the District officers.

5.15 Duration and Effect of Suspension

The suspension of the member shall remain in effect until a decision is reached by the Commission of Adjudication, provided that in the event that the decision of the Commission of Adjudication is to the effect that such member should be expelled from the Synod and a further appeal is taken, the suspension shall remain in effect until a final decision is reached by the Board of Appeals. During the period of suspension a member shall be relieved (i) of his duties (but not his rights) as a member of the Synod and (ii) of the duties and responsibilities of his position with the Synod or with a District of the Synod, or with an organization owned and controlled by the Synod. Such suspen-

sion, however, shall not, of itself, act to relieve a member of duties and responsibilities of his position with a congregation which is a member of the Synod, but the District President shall notify the congregation of such suspension so that the congregation may take such action as it deems appropriate.

C. STRUCTURES AND JURISDICTION FOR ADJUDICATION AND APPEAL

5.17 Commissions of Adjudication

There shall be a District Commission of Adjudication for each District of the Synod, and one synodical Commission of Adjudication. Commissions of Adjudication shall be constituted, have such jurisdiction, and follow such procedures as hereinafter set forth.

5.19 Board of Appeals

There shall be one Board of Appeals, which shall be constituted, have such jurisdiction, and follow such procedures as hereinafter set forth.

5.21 Jurisdiction of District Commissions

District Commissions of Adjudication shall have jurisdiction in the following situations:

a. Procedural questions involved in excommunication cases.

b. Cases under Article XIII of the Constitution.

c. Cases in which a member of the Synod shall have been removed from the called position which he holds with a congregation which is a member of the Synod.

d. Cases in which a person, whether or not a member of the Synod, is removed from the position which he holds with a District of the Synod.

e. Cases involving differences between congregations within the same District or between a congregation and its District.

5.23 Venue of District Commissions

A District Commission of Adjudication shall handle matters involving parties all of which hold membership in such District, provided that if an individual who is a party to such matter has changed his membership subsequent to the occurrence which gives rise to the controversy, the Commission of Adjudication for the District in which the occurrence took place shall handle such matter.

5.25 Jurisdiction of the Synodical Commission

The Synodical Commission of Adjudication shall have jurisdiction in the following situations:

a. All matters in which the Synod itself is a party.

b. All matters in which a District of the Synod is a party *except*

1. Cases involving expulsion under Article XIII of the Constitution;

2. Cases in which a person, whether or not a member of the Synod, is removed from the position which he holds with that District of the Synod;

3. Cases involving that District and a congregation within that District.

Each of these exceptions shall be handled by the Commission of Adjudication of the District in which the person or congregation involved held his or its synodical membership.

c. All matters in which an organization owned and controlled by the Synod is a party.

d. All matters in which a person, whether or not a member of the Synod, holding a position with either the Synod or an organization owned and controlled by the Synod, is a party *except*

1. Cases involving procedural questions in excommunication, which shall always be handled by the Commission of Adjudication of the District in which exists the congregation which is responsible for the excommunication;

2. Cases involving expulsion under Article XIII of the Constitution, which shall be handled by such Districts' Commissions of Adjudication.

e. All matters involving members of the Synod who hold, and who held at the time of the occurrence which gives rise to the controversy, their synodical membership in different Districts.

5.27 Jurisdiction or Venue of Commission Disputed

Where jurisdiction or venue of a Commission of Adjudication is disputed, the Board of Appeals

permit the ordination to take place in the hom congregation of the candidate and accordingly, wi the permission of the calling congregation, author the ordination of the candidate in his home congr gation. The President of the District in which th calling congregation is located shall issue a diplom of ordination.

b. The installation of candidates or pastors shal always take place in the presence of the congrega tion 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. CLERGY AND TEACHER ROSTERS

4.31 Placement and Removal

Subject to the provisions of the Constitution and Bylaws the District President shall be responsible for the initial placement of the names of all clergymen and teachers on the clergy and teacher rosters respectively of the Synod and also for their removal.

4.33 Continuing Eligibility

To be retained on the roster, a clergyman or teacher, as the case may be, must be performing the duties of one of the following offices:

a. A pastor called to serve a parish;

b. A teacher called or appointed to serve a parish;

c. An officer of the Synod or a District, elected by the Synod or a District;

d. An executive or professional staff member appointed by the Synod or by one of its controlled organizations;

e. A missionary called or appointed by the Synod or by one of its Districts;

shall, at the request of any party, or of any Commission of Adjudication, make (in its sole discretion and with the right to have such hearings as it might determine) the decision on jurisdiction or venue, which decision shall be final and binding.

5.29 Jurisdiction of Board of Appeals

The Board of Appeals shall handle only appeals of decisions of Commissions of Adjudication.

D. RULES OF PROCEDURE AND ADMINISTRATIVE REGULATIONS

5.31 Establishing and Amending Rules and Regulations

Commissions of Adjudication and the Board of Appeals shall be governed by and shall follow such rules of procedures and administrative regulations as shall be promulgated by, and may from time to time be changed by, the Board of Appeals, provided that rules and regulations (and any changes thereto) shall not be effective until in printed form and until 6 months after official notice of the availability thereof shall have been duly published in an official periodical of the Synod, and provided further, that any changes in such rules and regulations shall not be effective as to actions then in progress unless all parties to any such action shall consent in writing to the application of such changes. In all events, such rules and regulations shall be consistent with the following basic principles:

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

b. All hearings before a commission or board shall be private.

c. Except as herein or in the rules and regulations expressly allowed, while any proceeding is pending before a commission or board, no party to such proceeding, nor anyone on such party's behalf, shall either directly or indirectly have any form of communication with any member of such commission or board concerning any matter involved in such proceeding. Similarly, except as herein or in the rules and regulations expressly allowed, there shall be no such communication with any member of the Board of Appeals while

there is pending before a Commission of Adjudication any matter which is appealable to the Board of Appeals.

d. The rules shall permit one or more members of a commission or board to meet with the parties prior to a hearing of the case in order to determine (i) the issue(s) in the case and (ii) the facts on which the parties agree, provided that all parties shall be present or represented.

e. In the event that questions of interpretation of the Synod's Constitution, Bylaws, and resolutions, or questions of interpretation of theological issues arise during any adjudication, the Commission of Adjudication hearing such case and either party to the adjudication may seek the advisory opinion of the Commission on Constitutional Matters or the Commission on Theology and Church Relations in accordance with the rules and regulations promulgated by the Board of Appeals of the Synod for that purpose.

f. In appeal cases before the Board of Appeals, there shall be no new hearing, and the Board of Appeals shall render its decision on the basis of a review of the proceedings before the Commission of Adjudication. The Board of Appeals 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. In the event that questions of interpretation of the Synod's Constitution, Bylaws, and resolutions, or questions of interpretation of theological issues arise during any appeal, the Board of Appeals, at the request of either party to the appeal, shall seek the advisory opinion of the Commission on Constitutional Matters on questions of interpretation of the Synod's Constitution, Bylaws, and resolutions, and also that of the Commission on Theology and Church Relations on questions of interpretation of theological issues.

g. The commission or board need not be bound by legal rules of evidence in every respect but shall require that evidence be relevant.

h. Any party to any proceeding may select not more than two advisers.

i. 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 Commission of Adjudication, including the cost of furnishing transcripts of the evidence to the parties to the proceeding.

j. 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.

k. All files of cases in which a final decision has been rendered by a commission or board on the synodical level shall be preserved in locked files in the custody of the Concordia Historical Institute. Any such files shall be opened only with the approval and for the use of the Board of Appeals during the first 25 years from the date of closing.

l. The rules shall provide for petitions for rehearing by a Commission of Adjudication and the Board of Appeals of its decisions.

m. A Commission of Adjudication shall decide within 3 months except for good cause from the effective date of suspension any case involving expulsion from membership in the Synod of a member who is under suspension.

E. DECISIONS

5.33 Quorum

No decision of a Commission of Adjudication or Board of Appeals shall be valid or binding unless at least a majority of the case panel thereof, as hereinafter provided, shall have been involved in all stages of the decision-making process.

5.35 Majority Vote

A Commission of Adjudication shall decide each case by the vote of a majority of the case panel qualified to decide the case; provided, however, that in case of excommunication a tie vote will be deemed in favor of the individual under excommunication. The Board of Appeals shall decide each case by the vote of a majority of the case panel qualified to decide the case; in the event of a tie vote, the previous decision shall be sustained.

5.37 Decisions in Writing

The decisions of Commissions of Adjudication and the Board of Appeals shall be in writing and

(a) shall make a finding of facts and (b) shall state the conclusion(s) of the commission or board and its reasons for such conclusion(s).

5.39 Finality of Decisions

All decisions of the Board of Appeals of the Synod and all unappealed decisions of the Commissions of Adjudication shall be final and binding upon all concerned and not subject to review, reversal, amendment, or modification, any provision to the contrary in these Bylaws notwithstanding; provided, however, that this section shall not diminish or otherwise affect the self-governing rights of congregations of the Synod as set forth in these Bylaws.

5.41 Financial Reimbursement

In any case in which a Commission of Adjudication or the Board of Appeals shall decide that the suspension of an individual member of the Synod should be set aside, such commission or board 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 shall be binding on all parties, even though the case may be appealed to the Board of Appeals and even though the decision of the Commission of Adjudication may ultimately be reversed by the Board of Appeals.

5.43 Reporting the Decision

The decisions of Commissions of Adjudication and the 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 upon expiration of the time for appeal, the District President or the President of the Synod, as the case may be, shall take such action to further publicize the decision as shall be appropriate under the circumstances.

5.45 Execution of Decision

The Commission of Adjudication or the Board of Appeals shall, upon expiration of the time for appeal, request the proper executive officer or group to carry out its decision.

F. COMMISSION AND BOARD PERSONNEL

5.47 Membership

a. Each District Commission of Adjudication shall be elected by its District, and the synodical Commission of Adjudication shall be elected by the Synod and shall consist of four clergymen and three laymen, at least two of whom shall be lawyers. The synodical Board of Appeals shall be elected by the Synod and shall consist of five clergymen and four laymen, at least two of whom shall be lawyers. Terms of office shall be in accordance with Section 2.06 of these Bylaws, but without limitation as to reelection.

b. Teachers on the synodical roster may be elected as clergymen, provided that not more than one such teacher shall serve on any commission or board.

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

5.49 Officers

Each Commission of Adjudication and the Board of Appeals shall elect a chairman, vice-chairman, and secretary, and may elect such other officers as it may determine.

5.51 Case Panel

Each case coming before a Commission of Adjudication or Board of Appeals shall be heard and decided by a panel of at least five members, at least two of whom shall be clergymen and at least two of whom shall be laymen, including at least one lawyer.

5.53 Vacancies

Vacancies on any Commission of Adjudication or the Board of Appeals shall be filled by alternates (in the respective classifications of clergymen or laymen) in the order of the number of votes received by the nominees in the election of such commission or board. If there are no alternates available, such commission or board shall choose

any eligible communicant member of a congregation of the Synod (in the respective classification of clergymen or laymen, and who, in the case of a vacancy on a District Commission of Adjudication, resides in said District) to fill the vacancy. Any person filling a vacancy shall complete the unexpired term of the member of the commission or board whose vacancy is being filled but shall not participate in any action in which such member was participating at the time the vacancy occurred.

5.55 Disqualification

At the outset of any proceeding before a Commission of Adjudication or the Board of Appeals, a member of the commission or 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 (i) on its own initiative or (ii) on the complaint of any party to the proceeding. In the event a member or members of a commission or the board shall be so disqualified, the board or a majority of the remaining members shall designate replacement(s) from another District commission.

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 education of day schools, and three laymen shall be elected by the Synod.

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 prescribed 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

a. Except for the two theological seminaries each Board of Control shall include the following voting members:

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

2. 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 one to three pastors, one or two teachers, and three to five laymen.

b. The Board of Control of the theological seminaries shall consist of the following voting members.

1. Three pastors, two teachers, and four laymen elected by the Synod. These shall be elected at the convention of the Synod for terms of 4 years in such a manner that approximately one half of the elected members shall be elected at each convention of the Synod.

2. A Vice-President of the Synod appointed by the President of the Synod.

3. The President of the geographical District in which the seminary is located.

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 2.141, 2.143, 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 members 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 Appointment of Members of the Faculty

a. The Board of Control on recommendation of the president of the institution shall appoint the members of the faculty.

b. The initial appointment to the faculty shall be from a list of potential faculty members for a specific position recommended by the Board of Control and approved in advance by the Board for Higher Education, and in the case of initial appointments to a theological seminary shall also require the prior approval of its electors. Appointments shall ordinarily be for terms of 1 to 4 years and may be extended, but not beyond the total service period prescribed in Bylaw 6.54.

c. Proposals for renewal of appointment shall be submitted for prior review and recommendation to the Board for Higher Education. The Board for Higher Education at its discretion may offer a report in person prior to the taking of action by the Board of Control. Final decision on the renewal of appointment shall be the sole prerogative of the Board of Control.

d. Appointments with permanent tenure may 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.

e. 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. In the case of individuals under consideration for permanent tenure (6.54 b) such notice of nonreappointment shall be made at least 12 months before the expiration of the current appointment.

f. 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 and confessional nature and aims of the institution shall be stated in writing at the time of the appointment and conveyed to the person being appointed.

g. The Board for Higher Education after consultation with its Advisory Council shall provide policy statements on academic, professional, theological, ministerial, and other criteria for the appointment and advancement of faculty members.

h. 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, in exceptional cases, 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

Each educational institution of the Synod shall normally award tenure to a minimum of 40 percent and a maximum of 60 percent of its faculty.

a. Standards or qualifications for granting tenure shall be:

1. The faculty member shall have completed 5 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 at collegiate or seminary level, at least the last 2 years of which shall have been in the institution he is currently serving.

2. The faculty member shall have demonstrated scholarly achievement by earning advanced academic degrees.

3. The faculty member's reputation, character, concern for students, and ability to honor leaders

shall present a good reflection on the institution and the church.

4. The faculty member's aptness to teach has been demonstrated by effective communication in the classroom.

b. Steps toward granting tenure shall be:

1. If the Board of Control, on recommendation of the president of the institution, determines that a faculty member meets the above requirements and has not been granted permanent tenure, it shall either carry forward the procedure for granting permanent tenure or inform the faculty member of its decision not to grant tenure, in which case his contract may either be renewed or terminated. In cases in which the decision is made to terminate the individual's contract, the contract shall be extended for at least 6 months beyond the time at which notice is given. If the Board of Control does not take up the question of permanent tenure at least 9 months prior to the end of the sixth year of service, the faculty member may petition the Board of Control to take up the question of permanent tenure.

2. The Board for Higher Education shall review the candidate's qualifications and make its recommendation. At its discretion it may offer a report in person.

3. Notice of intent to grant tenure shall be announced in an official periodical of the Synod.

4. The faculty member shall be given the opportunity to respond to any comments or concerns that may have been raised relative to his tenure.

5. At least 6 weeks after the notice is published, consent of the electors of the institution shall be given.

6. If the above steps have all been met, after final review, the Board of Control may grant tenure.

c. The granting of permanent tenure shall in no case be construed as requiring or indicating advancement in rank or increase in salary.

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.

f. The faculty shall elect a standing hearings committee or assign the functions of such a committee to another standing committee.

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 recom-

mendations 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 conditions 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. In such situation there shall be no right of appeal under the provisions of Section 5.01 ff.

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 7 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 or to gain additional parish experience.

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, without the right of appeal under the provisions of Section 5.01 ff. A record of the proceedings shall be filed with the Board for Higher Education.

6.77 Removal from Office

a. The Board of Control may decline to renew the appointment of a faculty member without permanent tenure at the time of the expiration of the term of the appointment in accordance with paragraph 6.53 e.

b. No member of the faculty who has been granted permanent tenure and no member of the faculty without permanent tenure at times other than the expiration of the term of his appointment shall be removed from the faculty either by ecclesiastical authority or by the Board of Control except for causes hereinafter enumerated and by procedures hereinafter described.

c. The only causes for which members of a faculty may be removed from office (within the definitions of a and b above), other than honorable retirement, are:

1. professional incompetency;
2. incapacity for the performance of duty because of physical, mental, or emotional disabilities;
3. refusal to cooperate;
4. neglect or refusal to perform duties of office;

5. conduct unbecoming a Christian;
6. advocacy of false doctrine (Constitution, Article II).

6.78 Board Supervision

The Board of Control shall have the sole prerogative, subject only to the action of the convention, to investigate through procedures hereinafter set forth charges of professional incompetency, incapacity for the performance of duty because of physical, mental, or emotional disabilities, refusal to cooperate, or neglect of or refusal to perform duties of office; in these cases the president of the institution shall normally present the charges. Through procedures hereinafter set forth, the Board of Control shall also have responsibility to investigate charges of false doctrine or conduct unbecoming a Christian.

6.79 Procedures for Exercising Board Supervision

a. When the Board of Control receives a charge against any member of the faculty of an educational institution of the Synod, in the spirit of Christian love it shall first call upon the complainant to communicate directly with the person against whom he has a complaint and attempt to find a peaceful and amicable resolution of the matter.

b. If subsequently the complainant desires to pursue the matter, he shall so notify the Board of Control and present the charge in writing, formulated with reasonable definiteness, and the evidence. The Board of Control shall then direct the president of the institution to attempt to deal with it to the satisfaction of all concerned. Charges against the president of the institution shall be dealt with by the chairman of the Board of Control.

If the complainant does not notify the Board of Control and present his charge in writing within 60 days, the Board of Control may rule that the matter has been resolved to the complainant's satisfaction.

c. If the board decides not to proceed, or if the board has not acted within 90 days after the complainant has notified the Board of Control in writing that he wishes to pursue the matter, and if the complainant is dissatisfied and the charge involves conduct unbecoming a Christian or advocacy of

false doctrine (Constitution, Article II) the complainant may take his complaint to the District President. If he finds the action of the District President unacceptable, he may take his complaint to the synodical President under the pertinent provisions of Bylaw 6.80.

d. If the board should decide to proceed, and if the charge is of a theological nature, the Board shall submit the theological question at issue to the Commission on Theology and Church Relations for an advisory theological opinion. If in such a case the Board decides that the charge is serious enough to threaten immediate harm to the accused or others by his continuance as a member of the faculty, the board may suspend the faculty member from his teaching duties; contractual obligations of the institution, however, shall continue until the charge is resolved.

e. Furthermore if the Board of Control has decided to proceed it shall also direct the faculty hearings committee to hold a hearing with respect to the validity of the charge that has been made. The notification of the hearing, approved and issued by the board through the president of the institution at least 4 weeks in advance and sent to the chairman of the committee, to the complainant and the accused, shall contain (a) a statement of the charge or charges, (b) a summary of the evidence on which the charges are based, (c) a statement that the hearings committee will conduct a hearing and that the time and the place thereof shall be determined by the hearings committee, (d) a formal invitation to the complainant and the accused to attend the hearing, (e) a statement to the complainant and the accused that they are entitled to counsel and (f) the opinion of the Commission on Theology and Church Relations if a theological issue is involved.

f. No less than 2 weeks prior to a suitable date set for the hearing, the accused shall submit to the president, to the hearings committee, and to the complainant his written answer to the charges or he shall state that he desires no hearing to be held.

g. If the accused fails to answer tne statement of charges or declares that he desires no hearing to be held, the hearings committee shall consider whether the grounds stated constitute adequate cause for dismissal, and in its discretion may in-

dependently investigate the truth of the charges.

h. If a hearing is held it shall be private unless the accused requests a public hearing. However, the president or his representative, and the complainant, the accused, and their advisers shall have the right to be present at the hearing at all times. Opportunity for cross examination and for presenting testimony by competent witnesses shall be afforded.

i. The hearings committee shall forward its findings to the complainant, to the accused, to the president, and to the Board of Control.

j. After the findings of the hearings committee have been conveyed to the Board of Control, the board after hearing whatever additional witnesses it may desire to hear and considering all pertinent evidence, including, if it is a theological issue, the opinion of the Commission on Theology and Church Relations, shall render a decision. This decision shall in no case be rendered without having given the accused a personal hearing, with right of counsel, and with adequate opportunity for the preparation of a response to the charge, as well as having given an opportunity for the complainant with right of counsel to appear before the Board of Control.

k. If the decision of the Board of Control is that the accused is to be removed from the faculty, the Board of Control shall formally, in writing, notify the accused that his appointment to the faculty is being terminated and shall specify the effective date of the termination.

l. If the charge sustained against the individual is of such a nature that it could disqualify him from further membership in the Synod under Article XIII, the District President of the accused shall be so notified and a transcript of the proceeding shall be forwarded to the District President. The District President shall then proceed in the manner prescribed in the Constitution and Bylaws.

m. If a faculty member has lost his membership in the Synod through the ecclesiastical route (Bylaw 6.80) he shall automatically forfeit his membership on the faculty after the appeals procedure has been applied or after he has failed to file an appeal within 90 days. During the 90-day period and during the appeals procedure, if an appeal

is made, the Board of Control shall suspend him from teaching activity but shall continue to meet its contractual obligations.

6.80 Ecclesiastical Supervision

A faculty member who is a clergy or teacher member of the Synod is under the ecclesiastical supervision of the Synod. In cases in which such a faculty member is charged with false doctrine or conduct unbecoming a Christian and in which the complainant finds unacceptable the decision of the Board of Control not to pursue the charge, he may be dealt with by the District President or the synodical President and be removed from membership in the Synod and therefore from office in harmony with the provision of the Constitution and Bylaws of the Synod (e. g., Constitution Article III 7—8; VI; XI B; XII 6—9; XIII; Bylaws 1.05. 1.09, 2.27, 3.45, 3.49, chapter V, Bylaw 6.79 c). **The written decisions of the Commission of Adjudication and the Board of Appeals required under Bylaw 5.37, including the finding of fact, the conclusions, and the reasons for such conclusions, shall be conveyed in writing to the Board of Control of the faculty member involved.**

6.81 Appeals

The normal appeals procedure set forth in chapter V of the Bylaws shall apply, with the provision that if the case has been handled by the Board of Control (Bylaw 6.79) and not by the ecclesiastical authorities (Bylaw 6.80) the Commission of Adjudication shall be bypassed, notwithstanding the provisions of chapter V of the Bylaws, and the case shall go directly to the Board of Appeals. Either the accused or the complainant may resort to such an appeal, but the appeal must be made within 90 days after the action has been communicated. If the complainant makes no appeal, the accused shall have the right to request a public announcement that the charge has been dismissed.

6.82 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.

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. With the exception of the standing hearings committee or of another standing committee to which the functions of such a committee have been assigned, 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 periodical 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 an official periodical 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 Election

The election shall be held on the day designated in the notice published in the official periodical of the Synod or as soon thereafter as feasible. The electors shall give due consideration to the recommendations and statements of qualifications and objections submitted on behalf of all nominees.

A majority of the electors, with the members of the Board of Control voting as individuals, may add to the list supplied by the faculty committee (6.113), after consultation with the faculty committee. If the electors are unable to complete the election, they may postpone the election and request the Board of Control to issue a new call for nominations.

6.119 Publication of Election

The name of the person elected shall be published in the next issue of an official periodical 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 institution'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 inventories 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.

H. COMMISSION ON LAY HIGHER EDUCATION

6.181 Membership

The Commission on Lay Higher Education shall consist of three members appointed by the President of Synod, after consultation with the Board of Directors; they shall serve for terms of four years in such manner that the term of one member shall alternate with the terms of the other two members. Also, the chairman of the Division of Higher Education shall be an advisory member and shall provide for necessary staff services.

6.183 Duties

The commission shall —

a. consult with groups within the Synod who are interested in and concerned with the development and expansion of Lutheran lay higher education;

b. encourage the support of Valparaiso University and cooperate with Valparaiso in her concern for Lutheran lay higher education;

c. maintain a current awareness of the Christian educational opportunities available at other Lutheran colleges and universities and coordinate Lutheran lay higher educational programs with such colleges and universities as appropriate;

d. plan and disseminate a program to inform pastors and congregations about the general educational opportunities being provided at synodical colleges, at other Lutheran colleges and universities, and at those non-church-related institutions where the Synod provides a campus ministry;

e. encourage the congregations of the Synod and their memberships to take the fullest advantage of the opportunities for Lutheran lay higher education available at the colleges and seminaries of the Synod.

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 Schools

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 Schools

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 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 after consultation with the Board of Parish Education, to ascertain the needs of the board, and with the presidents of the respective seminaries and colleges, to find people to fill these needs.

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 BOARDS 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.**

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. They shall not be elected before the age of 16 or after the age of 21.

c. Two additional young people at least 16 years of age may be appointed by the Board of Youth Ministry as advisory members on the recommendation of the Lutheran Youth Fellowship.

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 synodical 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 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 BOARDS (OR COMMITTEES) 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 COMMITTEES

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;

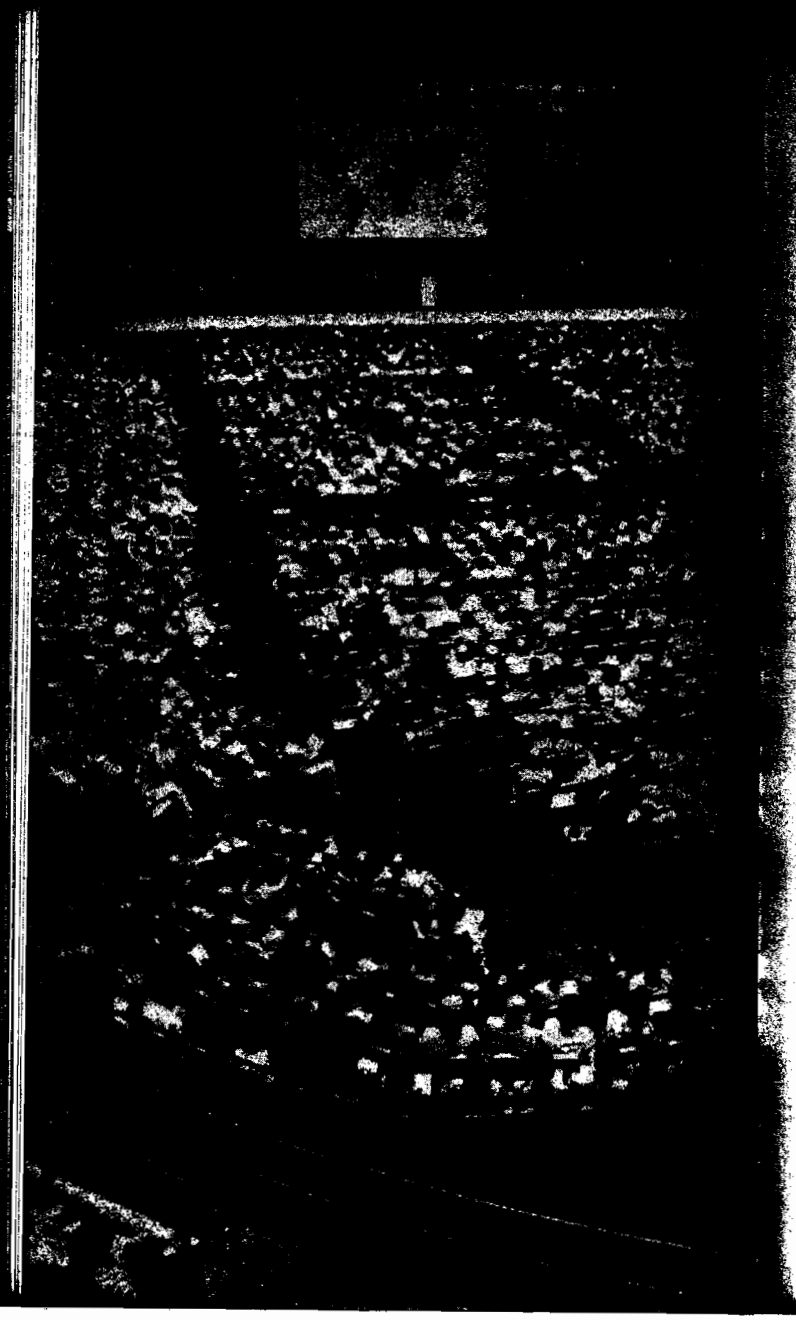
h. enlist the efforts of other church-related organizations in rendering service to the mentally retarded;

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

The Board for Missions shall consist of 13 members, who shall be elected by the Synod. Six of these shall be selected from the clergy roster, two from the teacher roster of the Synod, and five shall be laymen. Special attention shall be given to the wide range of interests and concerns of the board.

8.03 Advisory Members

The board may invite the full-time or part-time advisory participation of individuals related to ministries or organizations concerned with missions. However, the number of full-time advisory members shall not exceed five.

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 resolutions 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 nonmembers, 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 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. BOARD FOR EVANGELISM

8.41 Personnel and Election

The Board for Evangelism shall consist of two

pastors, two laymen, and one teacher to be elected by the Synod.

8.43 Functions and Duties

It is the privilege and responsibility of every Christian to convey, by word and life, the message that "in Christ God was reconciling the world to Himself . . . we are ambassadors for Christ" (2 Cor. 5:19-20). The board shall assist individuals, congregations, circuits, and Districts of the Synod in every possible manner as they seek to carry out the commission of our Lord to be witnesses unto Him (Matt. 4:19; 28:19-20; Luke 24:45-49; Acts 1:8; 20:24), so that a growing number of God's people share the Good News of God's forgiveness in Jesus Christ by what they say and do, both in structured programs and in life situations.

In carrying out its functions the board shall—

a. advise the Synod, synodical schools, and congregations concerning evangelism;

b. advise and cooperate with the Districts concerning evangelism;

c. establish and supervise policies relating to evangelism;

d. develop objectives, goals, and specific strategies for evangelism;

e. arrange leadership training workshops and conferences in evangelism;

f. produce and/or distribute evangelism materials;

g. initiate and coordinate evangelism efforts in cooperation with other boards, commissions, and agencies of the Synod;

h. design a suitable staff structure and call an executive secretary and other staff members as are needed and authorized;

i. provide necessary research, evaluation, and record keeping.

8.45 Organization and Meetings

The board shall organize itself at the first regular meeting following the biennial convention of the Synod. It shall elect from its membership a chairman, vice-chairman, and secretary. It shall meet in regular session at least quarterly.

8.47 District Boards for Evangelism

Each District of the Synod shall elect or in some other way provide a board (or committee) for evangelism. The District board shall cooperate with the Synod's Board for Evangelism and shall assist and advise congregations concerning evangelism.

8.49 Congregation Evangelism Board (or Committee)

Each congregation is encouraged to establish a separate evangelism board (or committee) that will concern itself with the total evangelism challenge and program for both congregation and community.

C. CHURCH EXTENSION

8.51 The Lutheran Church Extension Fund—Missouri Synod

a. The Lutheran Church Extension Fund—Missouri Synod as established on June 15, 1978, as a separate corporate entity under the laws of the State of Missouri is operated by its members and board of directors, in accordance with its articles of incorporation and corporate bylaws, to further the objectives and duties of the Church Extension Fund within the Synod.

b. Until such time that all Districts of the Synod conduct the Church Extension activities through the Lutheran Church Extension Fund—Missouri Synod, there shall also be a Board for Church Extension of The Lutheran Church—Missouri Synod, the functions and duties of which are set forth in Section 8.57 ff. of these Bylaws.

c. The Board of Directors for the Lutheran Church Extension Fund—Missouri Synod shall consist of nine individuals—two pastors, two teachers, and five laymen. Eight of the directors shall be elected by the members and shall have an understanding of the Church Extension program and/or demonstrate an expertise in fields and areas closely related to church extension activities, such as knowledge of real estate, management, and financial planning. The Treasurer of the Synod shall be the fifth lay member of the board and the treasurer of the fund. The results of such elections shall be ratified by the Synod at its next convention.

d. The individuals elected to the Board of Directors for the Lutheran Church Extension Fund—

Missouri Synod shall serve a maximum of three four-year terms and shall also serve as members of the Board for Church Extension of the Synod.

e. Any amendment to the articles of incorporation and the corporate bylaws of the Lutheran Church Extension Fund—Missouri Synod as heretofore adopted shall be made by a two-thirds vote of the members of the Lutheran Church Extension Fund—Missouri Synod as set forth in its articles of incorporation and bylaws and shall be reported to the next synodical convention.

f. In the event the Lutheran Church Extension Fund—Missouri Synod is ever dissolved, its net assets shall be distributed to The Lutheran Church—Missouri Synod or its successor.

8.53 Objectives

This corporation is formed for the purpose of financing the acquisition of sites and the erection of facilities to aid expansion for effective programs of ministry, witness, outreach, and service of The Lutheran Church—Missouri Synod.

8.55 Members and Board of Directors of the Lutheran Church Extension Fund—Missouri Synod

Except to the extent expressly provided elsewhere in these Bylaws, specifically naming the Lutheran Church Extension Fund—Missouri Synod, none of the provisions of these Bylaws shall be applicable to the Lutheran Church Extension Fund—Missouri Synod or to the members and directors of the Lutheran Church Extension Fund—Missouri Synod, the same being subject only to the terms and conditions of the articles of incorporation and bylaws of that corporation.

The members of the Lutheran Church Extension Fund—Missouri Synod shall consist of the persons who constitute the Board for Church Extension of The Lutheran Church—Missouri Synod and would continue in this capacity until July 1, 1981. The members of the Lutheran Church Extension Fund—Missouri Synod would then consist of representatives of each of the participating Districts, an individual designated by the President of the Synod, the Treasurer of the Synod, and such individuals as are appointed by the Board of Directors of the Synod in compliance with the terms and conditions of the Bylaws of that corporation.

8.57 Functions of Synodical Board for Church Extension

The board shall—

a. aid Districts in motivating individuals, congregations, and organizations in acquiring investments from Districts for church extension in a systematic manner;

b. strive to coordinate and obtain uniformity in the church extension programs of the Districts; and

c. provide leadership in advance site acquisition for further expansion.

8.59 Duties of Synodical Board for Church Extension

The board shall—

a. establish policies within which Districts are to operate 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;

b. establish policies and programs for maintaining, supervising, and enlarging the District Church Extension Funds on a sound financial basis;

c. periodically review financial statements of all District Church Extension Funds;

d. confer with Districts in cooperatively promoting Church Extension Funds and seeking greater uniformity in the policies and programs of the Districts; and

e. include a complete financial statement of District funds in its report to the Synod, including money borrowed and received, the total amounts of loans outstanding, and the amounts delinquent in each District.

8.61 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.

D. 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 Association 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 staff person for medical work of the Board for Missions.

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.

E. BLACK MINISTRY

8.81 Commission on Black Ministry

a. *Membership.* Membership of the Commission on Black Ministry shall consist of nine members, with an equal distribution of clergy and laity, plus one teacher. Candidates may be proposed by any member of the Synod (congregation, pastor, teacher). The members of the commission shall be appointed by the President of the Synod, in consultation with the appropriate division chairman, from a list of at least three candidates for each vacant seat of the commission which the representatives of the Black congregations meeting in convocation will have reviewed, evaluated, and approved. After the initial appointments, the term of office shall be for 4 years. Vacancies on the commission shall be filled by appointment by the synodical President from remaining nominees on the same slate of candidates.

b. *Function.* The commission shall do the following:

1. Plan, coordinate, and expand Black ministry in the Synod in cooperation with the convocation of Black Lutheran congregations, the appropriate division chairman, and the President of the Synod.

2. Represent the concerns of Black ministry before the boards, commissions, committees, and judicatories of the Synod.

c. *Staff.* The commission shall engage any executive staff in accordance with the applicable Bylaws pertaining to personnel. Duties of the executive secretary shall be established by the commission in consultation with the synodical President and the appropriate division, whereupon the position description shall be submitted according to the Bylaws to the Board of Directors for approval.

IX. FINANCES

A. BUDGET AND WORK PROGRAMS

9.01 General

Stewardship is the management of the total resources God has given His people individually and collectively to carry out His mission and ministry. Therefore it follows that the budgeting process and the spending budget itself shall be designed to capitalize on the opportunities for mission and ministry challenging the Synod.

9.02 Budget Adoption Procedure

a. By November 30 of each year every board, commission, and operating department of the Synod shall submit to the Board of Directors through the Council of Administrators its proposed spending budget for the next fiscal year together with its proposed work program for the following 3 years. The request shall be submitted on a current dollar basis in the format and under the timetable prescribed by the Board of Directors. All programs shall show total costs and each agency's total financial support, including local, synodical, and any other support. The Council of Administrators shall review the proposed spending budget and work program and make recommendations thereon to the Board of Directors.

b. By February 15 of each year each District President or his designated representative shall confirm to the Synod the adjusted District commitment for the next District fiscal year. He will also report the estimated total income from congregations and other sources to be available for District and synodical ministry for each of the next 3 years. At the same time each District will also inform the Synod of the amount and percent designated for ministry within the District and that which will be available for ministry at the synodical level for the same 3-year period. A report in which the District forecasts continuous and new work for the 3-year period is to be shared with the Synod in order that the Synod and District may coordinate and plan for a more effective program of ministry.

c. By April 15 every year the Board of Directors shall review the estimated income and spending budget and work program information submitted; make such fiscal adjustments as it considers neces-

sary; advise the respective boards, commissions, and operating departments of the proposed adjustments; and solicit their support concerning such adjustments. The Board of Directors shall report the budget to the Synod, reflecting the mission, ministry, and stewardship performance and potential of the Synod.

d. Any board, commission, or District that disagrees with the Board of Directors budget or work program has the right to appeal by May 15 to the Board of Directors.

e. The President of the Synod, after consultation with the respective District Presidents, shall appoint a floor committee on program implementation (hereafter called floor committee) consisting of a representative from each District, plus at least one board and one staff adviser from the synodical Board of Directors and Board of Stewardship. Prior to the convention the floor committee shall meet to review the current budget and work program as submitted by the Board of Directors, together with any proposed adjustments. The floor committee shall report to the convention on the mission, ministry, and stewardship performance and potential of the Synod.

f. Prior to the convention, the individual member of the floor committee, in consultation with the District's stewardship department or its equivalent, will endeavor to inform the District's delegates of the synodical program, finances, and floor committee recommendations. The Department of Stewardship shall provide assistance in this process, including resource people, if requested.

g. Overtures and recommendations that will greatly affect the budget shall be accompanied by objectives and anticipated results, cost projections, and source of funding for the next four fiscal years. Each proposed resolution from other floor committees involving expenditures, prior to its consideration on the floor of the convention, shall be presented to the floor committee, which in consultation with the representatives of the Accounting Department and the Finance Committee of the Board of Directors shall attach to the recommended resolution its observation regarding the estimated benefits and costs. All new work so proposed shall be considered on a priority basis in relation to existing programs and other proposed programs.

h. Following each convention, delegates in cooperation with District stewardship departments and Circuit officials shall endeavor to visit each congregation in the electoral circuit to report and discuss the program of the Synod, emphasizing the congregational responsibility toward synodical and District programs. Materials to assist with the communication of the programs of the Synod and Districts shall be provided by the stewardship department.

9.03 Budget Confirmation Procedure

a. It is the responsibility of the District to provide information to its congregations concerning the spending budget and work program of the District and the Synod prior to the congregational budget-setting meeting. The congregations are encouraged to use synodical convention delegates, District convention delegates, and/or District staff personnel in this communication process. District and synodical stewardship boards shall provide materials to assist in the process of communicating the adopted spending budgets and work programs of the District and the Synod, as well as receive information and suggestions for consideration by the respective Boards of Directors and conventions. Such materials shall be coordinated with the provisions of Bylaw 15.07.

b. By February 15 of each year the procedure outlined in 9.02 b will be followed.

c. By April 15 of each year the Board of Directors of the Synod shall review the commitments from Districts and any proposed changes to the spending budget together with the Council of Administrators recommendations thereon. The board shall then adopt a final budget for the next fiscal year.

d. In the event commitments from the Districts will not support the total spending budget, the Board of Directors may convene a meeting of the District Presidents and Council of Administrators and one person appointed by each District President, preferably the member of the floor committee, who together with the board will review the synodical program and discuss the total ministry being effected by the Synod and its Districts so as to decide on a course of action to resolve the imbalance.

9.04 Budget and Work Program Preparation

a. The Board of Directors shall be responsible for coordinating the preparation of the budget and work program as defined in Bylaw 2.85.

b. In preparation of the annual District budget and/or work program, representatives of the Board of Directors and/or Board of Stewardship of the Synod shall meet with the appropriate officials in each District, including the representative on the floor committee, to share information and plans concerning the total ministry of the District and the Synod.

9.06 District Conventions

a. Each District shall arrange for adequate time at its convention for a report on the budget and work program of the Synod. Such report shall be made by a representative of the Synod.

b. The responsible District floor committees shall discuss the Synod and District spending budgets and work programs and provide suggestions for consideration by the respective boards of directors.

B. 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 Committees

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 Relation to the 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.

C. 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.

D. 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 be elected in such manner and shall serve for terms of such duration and number as shall be set forth in the Bylaws of the Foundation.

E. 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.

c. Requests to the Synod or District Board of Directors shall be accompanied by the recommendation of the appropriate synodical or District supervising board or commission as well as of the respective Board of Stewardship.

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. WORKER BENEFIT PLANS

10.01 Pension Plan for Pastors and Teachers

The Pension Plan for Pastors and Teachers of The Lutheran Church—Missouri Synod 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 text of the plan, as amended from time to time, shall be published in booklet form under the supervision of Board of Managers—Pensions and Support.

10.03 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—Concordia Retirement Plan.

10.05 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—Concordia Welfare Plan.

10.07 Concordia Survivor Plan

The "Concordia Survivor Plan for Ministers of Religion and Lay Workers of The Lutheran Church —Missouri Synod, Its Member Congregations, Con-

trolled Organizations, and Affiliated Agencies" 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—Concordia Survivor Plan.

10.09 Supplemental Benefits

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 Managers — Pensions and Support. The provisions pertaining thereto shall be published in the booklet setting forth the text of the Pension Plan for Pastors and Teachers.

10.11 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 for Pastors and Teachers 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 for Pastors and Teachers 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 for Pastors and Teachers 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 not be less than the actuarial equivalent of the accrued benefit of the worker under the Pension Plan for Pastors and Teachers at the time of the transfer, and unless the worker's personal accumulation in the Pension Plan for Pastors and Teachers as of the time of transfer shall be subject to terms no less favorable to the worker than the provisions of the Pension Plan for Pastors and Teachers. 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 for Pastors and Teachers 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.

10.13 Change or Termination of the Plans

a. The Pension Plan for Pastors and Teachers may be amended, modified, or changed in whole or in part, from time to time by the Board of Managers — 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.

b. The adoption of the Concordia Retirement, Survivor, and Welfare 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 any such 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 any 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 such 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 any 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. 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. Should any of the plans be terminated 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.

B. BOARD OF MANAGERS

10.15 Functions of the Board of Managers

The Board of Managers shall administer the Concordia Retirement Plan, the Concordia Welfare Plan, the Concordia Survivor Plan, together with any trust funds under each such plan. The Board of Managers shall also administer the Pension Plan for Pastors and Teachers subject to the following:

- 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 Managers.
- 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.

When the Board of Managers is carrying out its functions with respect to any such separate plan, it may be designated as the Board of Managers of

such separate plan; and when it is carrying out its functions generally, it may be designated as the "Board of Managers—Worker Benefit Plans of The Lutheran Church—Missouri Synod."

10.17 Powers and Duties of the Board

The Board of Managers 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.

10.19 Personnel and Appointment

The Board of Managers 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.

10.21 Term of Office; Resignations; Removal

The term of office shall be 4 years. Appointments shall be made on a rotation basis, with some members being appointed every year as stipulated in the provisions of the plans. 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.

C. SUPPORT

10.22 Definition

The support program of The Lutheran Church—Missouri Synod is a program of financial assistance to those eligible pastors, teachers, and other professional church workers and their eligible dependents who are in financial need. This aid is in the form of a gift from the budget funds of the Synod.

10.23 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.

10.25 Persons Not Eligible for Support

a. The following shall not be eligible for support:

1. professors, pastors, and teachers —

a) who through illness have been compelled to resign but are able to support themselves in some other manner;

b) who have sufficient means so that they need not be supported by the Synod; or

c) 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;

2. widows who have remarried or who obtained employment enabling them, in the opinion of the board, to support themselves.

b. 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 Managers—Pensions and Support may in its discretion otherwise determine.

c. All doubtful cases shall be decided by the Board of Managers — Pensions and Support, judging each case on its merits and in Christian love.

10.27 Application for Support

Each application for support shall be addressed to the Board of Managers—Pensions and Support and shall before approval be properly investigated and evaluated by the board.

D. MISCELLANEOUS

10.31 Official Lists

The lists of pastors, teachers, and professors appearing in the current records of the synodical Department of Statistics shall be the official lists for the purpose of the Board of Managers—Pensions and Support.

10.33 Lutheran Laymen's League Endowment Fund

The Lutheran Laymen's League Endowment Fund was collected with the promise 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.

10.35 Appropriations

a. The annual budget shall include the necessary provisions for such supplemental benefits.

b. The annual budget shall include the necessary

provisions for the Board of Managers—Pensions and Support to discharge its responsibilities in the providing of support.

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. *Membership.* The Board of Directors of Concordia Publishing House shall be composed of nine members: one pastor, one 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 of Directors shall be elected at the biennial convention of the Synod for 6-year terms. The terms of office shall be staggered so that three directors shall be elected at each biennial convention. Terms of office of directors elected at a convention of the Synod shall begin at the annual meeting of the Board of Directors next following the convention of Synod.

c. *Resignation of Directors.* Any director may resign at any time. Such resignation shall be made in writing and shall take effect from the date of its acceptance.

d. *Removal of Directors.* The Board of Directors, by and with the consent of the Synod, shall have power by a majority vote, at a special meeting called for that purpose, to remove any director from office, for cause.

e. *Vacancies.* Vacancies occurring in the Board of Directors between conventions 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.

f. *Compensation of Directors.* Directors shall receive no salary or compensation for their services as directors of this corporation.

g. *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.

h. *Duties of Board of Directors.* The Board of Directors shall report to conventions of the Synod on all significant matters concerning Concordia Publishing House. It shall also keep the Board of Directors of the Synod informed by means of regular financial and administrative reports. The Board of Directors shall require such officers and employees of the corporation as it shall determine to be bonded to the corporation at corporation expense with a financially responsible bonding company, 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.

i. *Committees of Board of Directors.* The Board of Directors may, by resolutions 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 in the management of the business and affairs of the corporation as may be determined from time to time by resolution adopted by the Board of Directors. 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.

11.05 Board Meetings

a. *Frequency.* 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.

The annual meeting of the Board of Directors shall be the regular meeting in the month of September.

Special meetings of the Board of Directors may be called by the chairman of the board, the president, or any two directors by giving 2 days' written or telephonic notice to each director, to be held at such time and place as specified in such notice, unless otherwise indicated in the notice thereof. Any and all business may be transacted at a special meeting.

b. *Quorum.* A majority of the directors shall constitute a quorum, and the act of a majority of the directors present at a meeting at which a quorum is present shall be the act of the Board of Directors. In the absence of a quorum, a majority of the directors present may adjourn the meeting from time to time until a quorum be had. No notice other than announcement at the meeting need be given of such adjournment.

c. *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. At any meeting at which every director shall be present, even without notice, any business may be transacted.

11.07 Officers

a. *Officers.* The officers of Concordia Publishing House shall be the chairman of the board, a vice-chairman of the board, a president, one or more vice-presidents, a secretary, an assistant secretary, a treasurer, and such officers as the board may from time to time determine to be desirable for the efficient operation of the corporation.

b. *Election or Appointment.* At the annual meeting of the Board of Directors following a convention of The Lutheran Church — Missouri Synod, the Board of Directors shall elect from among its members a chairman of the board, a vice-chairman of the board, and a secretary. The Board of Directors shall also elect a full-time salaried president, subject to the approval of the President of the Synod at the time of the initial election. The Board of

Directors shall appoint one or more vice-presidents, an assistant secretary, and a treasurer, who shall be salaried employees of the corporation.

c. *Terms of Office.* The terms of office of the chairman of the board, the vice-chairman of the board, and secretary shall commence upon their election and shall expire upon the election of their successors at the annual meeting of the Board of Directors following the next succeeding convention of the Synod, provided that during such term such officers or any of them may be removed from office by a majority vote of the total number of directors. The president shall hold office only during the pleasure of the board, but may be dismissed by the Board of Directors only with the approval of the President of the Synod. The vice-president(s), assistant secretary, and treasurer shall hold office only during the pleasure of the board.

d. *Compensation.* The chairman of the board, vice-chairman of the board, and secretary shall serve without compensation; all other officers shall be compensated in such amounts as shall be fixed by the Board of Directors.

11.09 Other Executives

The Board of Directors may appoint such other executives (including, but not by way of limitation of the generality of the foregoing, one or more assistant treasurers), each of whom shall hold office for such period, have such authority, and perform such duties as the Board of Directors may from time to time determine. The Board of Directors may delegate to the president the power to appoint and fix the compensations, term, authority, and duties of all and any of such other executives.

11.11 Duties of Officers

a. *Chairman.* The chairman shall preside at meetings of the Board of Directors. In addition he shall be available to the president for consultation and advice and shall act as liaison between the president and the Board of Directors.

b. *Vice-Chairman.* The vice-chairman shall have such powers and perform such duties as may be assigned to him by the Board of Directors. He shall, in the absence or disability of the chairman of the board, perform the duties and exercise the power of the chairman of the board.

c. *President.* The president shall be the chief executive officer of the corporation and shall have such powers and duties incident to those normally associated with a chief executive officer, subject to the policies established by the Board of Directors of Concordia Publishing House.

d. *Vice-President.* The vice-president or vice-presidents shall perform such duties as may be assigned by the president or the Board of Directors. In the absence or disability of the president, or at any time upon his request, his duties and powers shall be performed and exercised by the vice-president, or if several by the respective vice-presidents in the order of priority designated by the Board of Directors, or, in the absence of such designation, in the order of priority of appointment. Vice-presidents appointed at the same meeting, unless the Board of Directors shall fix a different priority, shall be deemed to have been appointed in the order in which their names are set forth in the motion or motions for their appointment.

e. *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.

f. *Assistant Secretary.* The assistant secretary shall perform such duties as may be assigned by the president or the secretary, or the Board of Directors.

g. *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.

11.13 Prohibition of Conflict of Interest

In addition to the prohibition against conflict of interest as detailed in Sec. 2.12 a, members of the Board of Directors and officers and other executives of Concordia Publishing House shall not enter into gainful business contracts or transactions with Concordia Publishing House.

11.15 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.

11.17 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.

11.19 Credit Policy

The Board of Directors shall have sole power and authority to establish the credit policy of the corporation. Amounts to be written off at the close of the fiscal year are to be approved by the Board of Directors.

11.21 Fiscal Year

The fiscal year of this corporation shall begin on the first day of January in each year.

11.23 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

wholly and solely for the exclusive use and of of The Lutheran Church — Missouri Synod.

Miscellaneous

Unless otherwise instructed by the Synod, Board of Directors shall determine what shall published by the corporation. All manuscripts of religious or theological nature shall be approved nder the prescribed procedure for doctrinal review fore 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 *The Lutheran Witness* shall be sent free of charge to all retired pastors, professors, and teachers in 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. The presidents of the institutions shall determine the kind and number of such publications required.

e. Concordia Publishing House shall supply the 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. In addition, it shall deposit one copy each of the *Statistical Yearbook* and the Synod's *Proceedings* in the archives of the Districts and the libraries of the synodical colleges and seminaries.

f. Concordia Publishing House shall, at the expense of the Synod, mail a copy of the *Statistical Yearbook* to every member congregation. Copies other than the aforementioned shall be made available for sale at cost.*

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

* See also Bylaw 1.37.

statement made in its official publications. If a statement be made therein deviating from the Wo of God and the Confessions of the Lutheran Church every member of the Synod perceiving such err shall bring it to the attention of the responsibl 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 contract 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 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. "THE LUTHERAN WITNESS" AND THE "REPORTER"

11.81 Official Periodicals

The Lutheran Witness and the *Reporter* shall be

official periodicals of the Synod and shall include ial reports and notices. The *Reporter*, with a tion titled *Advance*, shall be published at regular rvals for the following purposes: The *Reporter* l provide current synodical news. The section led *Advance* will transmit to the congregations formation from the official boards and commisons of the Synod concerning the Synod's work and rograms, assist congregational leaders in developing ordinated programs, and serve as an exchange to nable congregations to share with one another successful methods of practical church work.

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* and of the *Reporter* shall be appointed by the Editorial Commission for Official Periodicals 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.

d. The editor of the *Reporter* shall coordinate the content of the pages of *Advance* with the Synod's boards and commissions.

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 appoi by the President of the Synod after consulta with the Vice-Presidents. It shall be compose seven men and include pastors, teachers, and men. They shall serve for terms of four year such manner that the terms of three members alternate with the terms of the other four memb

b. The commission may solicit the assistanc other persons who are well qualified to render uable and necessary service to the church thro the commission. Such persons shall serve as visory members.

11.113 Functions and Duties

The commission shall —

a. make literature available to members of t Synod, to develop and deepen an understandi and love for the Lutheran heritage in Christi worship and for the various media of expressio needed for our worship;

b. clear all literature related to corporate Chri tian worship in liturgics and hymnology mad available through the Synod's boards or throug Concordia Publishing House;

c. recommend worship materials to the church and advise and warn against the use of worshi materials which are unworthy of use in the Chris tian worship of the Lutheran Church;

d. represent the Synod in the preparation of service books and hymnals in which the Synod may engage in cooperation with other synods;

e. consult with the practical and the music departments of synodical schools to establish princi ples and practices in liturgics, hymnology, church music, and church art which best express the true spirit of worship of the Lutheran Church.

11.115 Official Service Books and Hymnals

a. All service books and hymnals which are to be accepted as official service books and hymnals of the Synod shall be given such status only by a convention of the Synod after a process of exposure and testing decided upon by the Synod in convention.

Revisions in such books shall be made only by vention of the Synod after requesting the Com- on on Worship for an evaluation and recom- dations.

E. DOCTRINAL REVIEW

51 Definition

Doctrinal review is the exercise of the Syn- responsibility for every doctrinal statement de in its material as defined in 11.153.

b. The prime concern of doctrinal review is that doctrine set forth be in accord with the Scrip- res and the Lutheran Confessions.

153 Material Subject to Doctrinal Review

a. The official periodicals and journals of the Synod as well as any material with doctrinal con- ent issued publicly by boards, commissions, or other subordinate groups of the Synod except as stipulated in these Bylaws shall be subject to doc- trinal review.

b. The right to produce study documents and exploratory material plainly designated as such and published by boards, commissions, or other subordinate groups of the Synod is recognized. When such material is to be issued publicly, it shall be subject to doctrinal review.

c. Each of the Synod's terminal schools is accountable to the Synod through its respective president and Board of Control for the content of its professional journals and publications which are not the official publications of the Synod. The members of the editorial board of such publications shall serve as its doctrinal reviewers.

d. Auxiliary organizations recognized by Article XVII of the Bylaws shall be held directly accountable for their material. However, in accord with his office as defined in Article XI, B, 1 of the Synod's *Handbook*, the President of the Synod may require doctrinal review.

e. In the case of broadcasts over the Synod's radio station by other than regular staff members, each man must be held responsible for his own material, since it is not feasible to apply the process of doctrinal review to such broadcasts.

f. Official reports of the boards, commissions,

and committees of the Synod prepared in resp
to directives from the Synod shall not be sub
to doctrinal review by this board.

11.155 Personnel and Appointment

a. Each board, commission, and other subordin
group of the Synod shall advise the President
the Synod of the number and desired competen
of doctrinal reviewers needed by it and may su
gest a list of qualified persons. The President
the Synod shall appoint reviewers for each gro
according to its needs. They shall be broadly re
resentative of the ministry of the Synod.

b. Reviewers shall be appointed for renewabl
2-year terms. An appointment may be terminate
prior to the completion of the appointed term if th
reviewer is unable or unwilling to carry out th
reviewing tasks assigned. In the event of suc
termination, the President of the Synod shall ap
point another reviewer to complete the unexpired
term.

11.157 Duties of Doctrinal Reviewers

a. The reviewer shall make a careful evaluation
of the doctrinal content of all items submitted to
him.

b. The reviewer's primary concern is that items
submitted to him be in agreement in their doc-
trinal content with the Scriptures and the Lu-
theran Confessions.

c. The reviewer shall also be concerned that the
items submitted to him do not contain statements
that are inadequate, misleading, ambiguous, or
lacking in doctrinal clarity.

d. The reviewer shall further be concerned that
resolutions of the Synod be honored and upheld
and that positions deviating from the doctrinal res-
olutions of the Synod be clearly identified as such.

11.159 Procedure for Doctrinal Review

a. Each board, agency, or group shall establish
procedures that insure that its material as specified
in 11.153 be sent for doctrinal review to one of the
reviewers referred to in 11.155.

b. Since time requirements vary according to
the type of material being reviewed, the procedure
in each case shall be worked out to the mutual

isfaction of the producing group and the pub-
ier.

c. The identity of authors and reviewers shall
dinarily not be disclosed to each other. Consul-
tion may at times be advisable, however, where
arification is necessary.

d. When the author is also a reviewer, his ma-
rial shall be assigned to another reviewer.

e. The reviewer may request that specific mate-
ial assigned to him also be reviewed by another
reviewer.

f. Where changes appear to be necessary, the
reviewer(s) shall submit a documented critique
which shall be made available to the author, the
sponsoring group, and the publisher.

g. The author shall consider the critique and
make necessary revisions until there is agreement
between the author and reviewer.

h. Should any problem arise between an author,
a reviewer, the publisher, or any other party in-
volved, with respect to the material submitted for
review, the sponsoring group shall endeavor to
resolve it to the satisfaction of the reviewer. If it
cannot do so, the problem shall be submitted to
the Board of Doctrinal Review under the appeals
procedure stated in 11.163.

11.161 Board of Doctrinal Review

a. A Board of Doctrinal Review consisting of
seven members shall be appointed by the President
of the Synod from the total number of doctrinal
reviewers.

b. The Board of Doctrinal Review shall meet
as often as necessary, effect its own organization,
and elect its officers.

c. Its duties shall be —

1. to provide guidelines for the work of the doc-
trinal reviewers;

2. to concern itself with problem areas in the
procedures of doctrinal review.

11.163 Appeals Procedure

a. An appeal may be initiated by an author, the
sponsoring group, or an executive staff member
of that group.

b. When an appeal is initiated, the material in question is to be submitted to the chairman of the Board of Doctrinal Review.

c. After receipt of an appeal, the chairman of the Board of Doctrinal Review shall inform all concerned and shall appoint three members of the board to serve as a review panel and shall designate one as its chairman. A panel member shall disqualify himself on the basis of any kind of personal involvement in the issue.

d. To aid objectivity, the identity of author and review panel shall ordinarily not be disclosed. However, consultation may at times be necessary for clarification.

e. In making its recommendation the panel shall decide whether the item in question —

1. is suitable for publication or
2. may be published after alteration or
3. may be published as a study document or
4. shall be denied publication.

f. The decision of the panel shall be determined by a majority vote and shall be final so far as the Board of Doctrinal Review is concerned. A report together with the panel's minutes shall be submitted to the chairman of the Board of Doctrinal Review.

g. The chairman of the Board of Doctrinal Review shall report the decision to the author, the original reviewers, the sponsoring group, and the President of the Synod.

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

12.11 A Statement of Purpose

The Lutheran Church — Missouri Synod shall maintain and control Radio Stations KFUO-AM and KFUO-FM through a board called the Board for Lutheran Radio for the purpose of glorifying the Lord of the church, Jesus Christ, and proclaiming the Word to all men, both Christian and non-Christian.

12.13 The Board for Lutheran Radio

a. *Membership.* The Board for Lutheran Radio shall be composed of eight members: one pastor, one teacher, one faculty member of Concordia Seminary in St. Louis, one faculty member from another terminal school of the Synod, and four lay persons.

b. *Appointment and Term.* The members of the Board for Lutheran Radio shall be appointed by the President of the Synod soon after each biennial convention of the Synod for 4-year terms in accord with synodical procedures.

c. *Removal of Board Members.* The Board for Lutheran Radio, by and with the consent of the President of the Synod, shall have power by a

majority vote, at a special meeting called for [illegible] purpose, to remove any board member from [illegible] for cause.

d. *Vacancies.* Vacancies occuring in the Boa[illegible] for Lutheran Radio by resignation, death, or othe[illegible] wise shall be filled for the unexpired term by [illegible] pointment of the President of the Synod.

e. *Compensation of Board Members.* Boa[illegible] members shall receive no salary or compensati[illegible] for their services as members of this board, exce[illegible] that board members shall be reimbursed for e[illegible] penses incurred in the performance of their se[illegible] vices.

f. *Powers of the Board for Lutheran Radio.* Th[illegible] Board for Lutheran Radio shall be accountable [illegible] the Synod in all things and shall conduct an[illegible] manage the business and affairs of Radio Station[illegible] KFUO-AM and KFUO-FM solely for the benef[illegible] of the stations and the Synod and shall exercise al[illegible] the powers that may be exercised or performed under these Bylaws.

g. *Duties of the Board for Lutheran Radio.* The Board for Lutheran Radio shall operate Radio Stations KFUO-AM and KFUO-FM, develop and provide for the church creative ideas, information and programs for radio ministry, and encourage and assist in the church's educational program for training in radio ministry, and report to conventions of Synod on all significant matters concerning Radio Stations KFUO-AM and KFUO-FM and other responsibilities of the board. It shall also keep the Board of Directors of the Synod informed by means of regular board minutes and financial and administrative reports.

h. *Committees of the Board for Lutheran Radio.* The Board for Lutheran Radio may, by resolutions passed by a majority of the total number of board members, designate one or more committees, each such committee to consist of two (2) or more of the members of the board. Such committee or committees shall have such powers and duties in the management of the business and affairs of Radio Stations KFUO-AM and KFUO-FM as may be determined from time to time by resolution adopted by the board. The Board for Lutheran Radio shall have power at any time to fill vacancies in, to change membership of, or to dissolve any such committee.

[illegible] Board Meetings

a. *Regular Meetings.* Regular meetings shall be [illegible]d at such time and place as the Board for Lu[illegible]ran Radio shall by resolution adopt, except that [illegible]least one regular meeting shall be held annually [illegible]the month of February and shall also be known [illegible]he Annual Meeting.

b. *Special Meetings.* Special meetings of the [illegible]oard for Lutheran Radio may be called by the [illegible]hairman of the board, the General Manager, or [illegible]ny two members of the board by giving two (2) [illegible]ays written or verbal notice to each board mem[illegible]er, to be held at such time and place as specified [illegible]n such notice, unless otherwise indicated in the [illegible]otice thereof. Any and all business may be trans[illegible]acted at a special meeting.

c. *Quorum.* A majority of the members of the [illegible]oard shall constitute a quorum, and the act of a [illegible]majority of the members of the board present at [illegible]a meeting at which a quorum is present shall be [illegible]he act of the Board for Lutheran Radio. In the [illegible]absence of a quorum, a majority of the board members present may adjourn the meeting from time to [illegible]time until a quorum be had. No notice other than [illegible]announcement at the meeting need be given of such adjournment.

12.17 Officers

a. *Officers.* The officers of the Board for Lutheran Radio shall be a chairman of the board, a vice-chairman of the board, a secretary, and such other officers as the Board for Lutheran Radio may from time to time determine to be desirable for the efficient operation of the board.

b. *Election.* At the Annual Meeting following the convention of the Synod, the members of the board shall elect from among its members a chairman of the board, a vice-chairman of the board, and a secretary.

c. *Terms of Office.* The terms of office of the chairman of the board, the vice-chairman of the board, and the secretary shall commence upon their election and shall expire upon the election of their successors at the Annual Meeting of the Board for Lutheran Radio following the next succeeding convention of the Synod, provided that during such term such officers or any of them may be replaced

by a majority vote of the total number of bo members.

12.19 Duties of Officers

a. *Chairman.* The chairman shall preside meetings of the Board for Lutheran Radio. In a dition he shall be available to the General Ma ager for consultation and advice.

b. *Vice-Chairman.* The vice-chairman shall ha such powers and perform such duties as may assigned to him by the Board for Lutheran Radi He shall, in the absence or disability of the chai man of the board, perform the duties and exerci the power of the chairman of the board.

c. *Secretary.* The secretary shall keep a reco of the minutes of all meetings of the Board for Lu theran Radio. The minutes shall be promptly en tered in a book provided for that purpose and dul attested by his signature. He shall send copies o the minutes to each voting board member, the Gen eral Manager, the Board of Directors for the Synod and to others so designated by the Board for Lu theran Radio. 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 board except such as shall be in charge of some other person authorized to have custody and possession thereof by a resolution of the Board for Lutheran Radio. In general he shall perform all the duties incident to the office of secretary, subject to the control of the Board for Lutheran Radio.

12.21 Employees

a. *General Manager.* The Board for Lutheran Radio shall prepare a job description for the executive position of General Manager, and shall employ a person for that position in accordance with synodical personnel policies. In the event that no qualified candidate is available through the regular synodical procedures, the Board for Lutheran Radio may then employ a person for that position without reliance upon a particular personnel procedure or policy, provided employment of said person shall have been approved by the President of the Synod. The General Manager shall hold his position only during the pleasure of the board, and may be dismissed by the board only with the approval of the President of the Synod.

b. *Department Heads.* The Board for Lutheran Radio shall prepare, or ask the General Manager to prepare, a job description for the position of department head, and may employ a person for each such position when needed in the operation of Radio Stations KFUO-AM and KFUO-FM. Department heads shall hold their position only during the pleasure of the Board.

c. *Other Employees.* The Board for Lutheran Radio may employ such other employees for Radio Stations KFUO-AM and KFUO-FM to perform such duties as the Board for Lutheran Radio may from time to time determine. The Board for Lutheran Radio may delegate to the General Manager the authority to employ such other employees.

d. *Compensation.* Compensation, terms, authority, and duties of the General Manager, Department Heads and all other Employees shall be determined and fixed by the Board for Lutheran Radio in accordance with synodical policies, except that the Board for Lutheran Radio may delegate to the General Manager the authority to determine and fix compensation, terms, and duties of the employment of all such department heads and other employees in accordance with synodical policies.

12.23 Prohibition of Conflict of Interest

In addition to the prohibition against conflict of interest as detailed in Section 2.13 a of these Bylaws, members of the Board for Lutheran Radio shall not enter into gainful business contracts or transactions with Radio Stations KFUO-AM and KFUO-FM.

12.25 Fiscal Year

The fiscal year shall coincide with the fiscal year of The Lutheran Church — Missouri Synod.

12.27 Operating Funds

a. All funds received by gifts from those interested in supporting Radio Stations KFUO-AM and its work; from subsidy as may be voluntarily granted or specifically requested from organizations, agencies, and subsidiaries of the church; from advertisements which are in keeping with the purpose as detailed in Section 12.11; from revenue derived from sale or rental of facilities,

property, materials, and merchandise as may be properly produced and offered by the Board for Lutheran Radio; from legacies, bequests, and annuities shall be used for the operation of Radio Stations KFUO-AM and KFUO-FM. 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 Radio Stations KFUO-AM and KFUO-FM, including real property and equipment, shall be titled in the name of the Synod.

b. The Board for Lutheran Radio may solicit operating funds from interested individuals and groups and from congregations in areas served by Radio Stations KFUO-AM and KFUO-FM.

12.29 Surplus Operating Funds

a. *Development Purposes.* Surplus operating funds, when not needed for maintenance, expansion, and development of Radio Stations KFUO-AM and KFUO-FM, may be ordered by the Board for Lutheran Radio to be used for the purpose of creating, developing, and producing such recordings, program material, scripts, aids, films, and counsel as will tend to encourage and help Christian congregations and pastors in broadcasting the Gospel and to encourage and assist in the church's educational program for training in radio ministry.

b. *Private Use Prohibited.* Such surplus operating funds, income, increase, issues, rents, or accruals of every kind and nature whatsoever and any and all of the property 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 the Board for Lutheran Radio or Radio Stations KFUO-AM and KFUO-FM; but these shall be used wholly and solely for the exclusive use of The Lutheran Church — Missouri Synod.

12:31 Miscellaneous

a. An employee, during his employment with Radio Stations KFUO-AM and KFUO-FM, shall not be engaged in any other business or be employed by any other person, firm, or organization, or corporation, without the prior knowledge and written consent of the Board for Lutheran Radio.

b. Unless otherwise instructed by the Synod, the Board for Lutheran Radio shall determine what shall be broadcast by Radio Stations KFUO-AM and KFUO-FM in accordance with Article II of the Constitution of The Lutheran Church — Missouri Synod, and in accordance with all the rules and regulations of the Federal Communications Commission under the terms of the radio licenses for KFUO-AM and KFUO-FM and in accordance with the desirable code of the broadcasting industry.

c. The Board for Lutheran Radio shall be represented at the biennial convention of the Synod by two of its members. A written report of the financial condition and operation of the business of Radio Stations KFUO-AM and KFUO-FM for the previous 2-year period shall be submitted to the convention.

d. The Board for Lutheran Radio may submit overtures to the convention of the Synod.

e. A member of the Board of Directors of The Lutheran Church — Missouri Synod shall serve as liaison between the Board for Lutheran Radio and the Board of Directors of The Lutheran Church — Missouri Synod.

C. TELEVISION

12.51 Provision for Television Ministry

a. *Responsibility.* The responsibility for television ministry is assigned to the International Lutheran Laymen's League.

b. *Liaison.* A member of the Board of Directors of the Synod shall serve as liaison representative for television ministry to the International Lutheran Laymen's League. In addition, two members of the Television Committee of the International Lutheran Laymen's League shall be appointed by the synodical Board of Directors. The Board of Directors of the Synod shall determine tenure and terms of office.

XIII. SOCIAL CONCERNS AND WELFARE

A. BOARD OF SOCIAL MINISTRY AND WORLD RELIEF

13.01 Personnel and Appointment

A Board of Social Ministry and World Relief consisting of seven members, at least four of whom shall be lay members, shall be appointed by the Board of Directors of the Synod upon the recommendation of the President of the Synod.

13.02 Duties and Functions

The board shall serve as the administrative, programmatic, and evaluative agency for social ministry interests of, within, and in behalf of the Synod, both within the United States and abroad.

Each District shall provide for a Board of Social Ministry and World Relief to assist in the implementation of the program.

a. *Within the United States*

1. The board shall 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 or arrange for studies of social ministry needs prior to the establishment of health and social ministry agencies and institutions so that good stewardship of the church's efforts might prevail; give counsel to the Board of Directors of the Synod regarding social ministry concerns; arrange for institutes and seminars on social ministry concerns nationally and regionally; participate in social education and encourage endeavors to remove or alleviate human suffering, enlisting where possible, and in keeping with the adopted policies of the church, national, state, and municipal services; maintain liaison with the Division of Welfare Services of LCUSA as well as other religious or secular agencies that may have a bearing on Synod's program of social ministry.

2. The board shall grant church-affiliate status to health, chaplaincy, and social ministry agencies and institutions to validate their merit for use and

support with assurance that they meet acceptable standards in purpose and ministry, scope and quality, fiscal responsibility and accountability, sponsorship and organizational structure, equal-opportunity policy and nondiscriminatory practices, and that they have achieved responsible relationships with the Synod and its jurisdictional units, in accordance with policies and procedures approved by the Board of Social Ministry and World Relief and the Board of Directors.

3. The board shall give guidance to and coordinate the efforts of Districts and agencies within the Districts that plan or conduct institutional chaplaincy services or engage pastoral counselors in the following areas:

aa. arrange for studies regarding new or existing programs;

bb. encourage adherence to approved standards and procedures for institutional chaplaincy and pastoral counseling programs;

cc. give counsel regarding calls, appointments, and training of chaplains and pastoral counselors;

dd. provide for regular liaison with institutional chaplains and pastoral counselors to maintain a responsible relationship of the chaplain and pastoral counselor with the church and of the church with the chaplain and pastoral counselor;

ee. stimulate concern within congregations and Districts for increased volunteer involvement of pastors and lay people in the ministry to institutionalized people.

4. The board shall administer scholarships for social workers, administrative personnel in agencies, pastoral counselors, and institutional chaplains.

5. The board shall endeavor to identify emerging social problems, and provide counsel so that the church might respond as a healing instrument of Jesus Christ for the broken as well as be a concerned Christian force in the prevention of injustices, inhumanities, and other evils within society.

6. 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, for rehabilitation and refugee service with limited assistance as an incentive to develop self-help programs in underdeveloped communities. Assistance may take the form of cash grants, loans without interest, distribution of food, clothing, medical or other supplies, or whatever other means best suit the need.

7. The board shall advise individuals, congregations, or Districts in instances of disaster. Emergency needs which cannot be met with gifts from congregations in the area or District, shall, upon endorsement by the District Board of Social Ministry, be considered eligible for assistance.

b. *Outside the United States*

1. The board shall serve as a channel for the love and compassion of the church and its members by helping the homeless, persecuted, sick, and needy throughout the world as a witness to our faith in Jesus Christ.

2. The board shall give wholehearted assistance to the suffering and needy of the world through its proportionate participation in the program and projects of Lutheran World Relief, Inc.

3. Liaison with other groups such as Church World Service, as well as governmental agencies which are involved with the underdeveloped nations of the world, shall be maintained.

4. When appropriate and without duplicating the program of Lutheran World Relief, and after consultation with the Board for Missions, the board may serve as an additional resource to developing national churches related to our Synod and to our missionaries serving in areas where basic human needs are urgent, enabling them to prove their ministry of the Word with the service of Christian compassion.

5. While special concern must be given for those of the "household of faith," the board shall engage in projects throughout the world that shall seek to "do good unto all men" on the basis of need, regardless of nationality, color, creed, or political persuasion so that a largely non-Christian world may see reflected in these actions of the Lutheran Church the grace and love of God in Christ Jesus.

6. Loans and grants for relief, rehabilitation, and

development programs shall be made in accordance with criteria developed by the board.

c. *Funding of Programs*

1. While the administrative costs of the board are part of the Synod's ongoing financial responsibility through the budget, funds for the relief program at home and abroad may be gathered through an annual appeal to the congregations of the Synod, with the approval of the Board of Directors. The collection of funds shall be made in cooperation with the Board of Stewardship of the Synod. The District Boards of Social Ministry shall assist in the solicitation and distribution of funds and materials.

2. In special emergencies additional appeals may be made in keeping with the Synod's policies.

3. Funds raised by a District for major emergencies and not expended for the emergency shall be deposited with the Treasurer of the Synod in the World Relief account.

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. The board shall delegate the application of its policies and the execution of its resolutions to the Executive Secretary as the executive officer.

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. The members of the professional staff shall be responsible to the Executive Secretary for the performance of their duties.

XIV. FRATERNAL ORGANIZATIONS

14.01 Statement of Purpose

a. The Synod has declared itself firmly opposed to all societies, lodges, and organizations of an unchristian or antichristian character.

b. The Commission on Organizations shall assist the pastors, and the congregations of the Synod in fulfilling their commitment to witness publicly and privately to the one and only Gospel set forth in the Holy Scriptures.

14.03 Responsibilities of Pastors and Congregations

a. Pastors and laymen alike must avoid membership or participation in any organization that in its objectives, ceremonies, or practices is inimical to the Gospel of Jesus Christ or the faith and life of the Christian church.

b. It is the solemn, sacred, and God-given duty of every pastor properly to instruct his people concerning the sinfulness of all organizations that —

1. explicitly or implicitly deny the holy Trinity, the deity of Christ, or the vicarious atonement;

2. promise spiritual light apart from that revealed in the Holy Scripture;

3. attach spiritual or eternal rewards to the works or virtues of men; and/or

4. embrace ideologies or principles that clearly violate an express teaching of the Holy Scriptures concerning the relationships of men to one another.

c. The responsibility of diligent and conscientious pastoral care requires that pastors of the Synod do not administer Holy Communion nor admit to communicant membership members of such organizations who, after thorough instruction, refuse to sever their affiliation with the organizations, 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; 1 Cor. 11:25). Earnest continuous efforts should be put forth to bring individuals to a clear-cut decision regarding their contradictory confessions, in order that they may become or remain communicant members of the congregation, as the case may be.

d. The responsibility of conscientious pastoral

care recognizes that a pastor will occasionally encounter an exceptional case in which he is called on to administer Holy Communion to a person who is outwardly connected with such an organization. Such exceptional cases ordinarily involve an individual who —

1. has accepted the pastoral care of the congregation and is being instructed by its pastor in an effort to lead him to see the inconsistency of his contradictory confession and witness, and

2. has renounced to the pastor and/or church council the unchristian or antichristian character of the organization of which he is a member.

In such exceptional cases the pastor should consult with his brethren in the ministry or with officials of the Synod, as the case may require. He should, furthermore, beware of procrastination and the giving of offense to members of either the congregation or sister congregations.

e. The Synod instructs its officials to exercise vigilant care and urges all pastors and congregations to carry out these provisions and faithfully eradicate all compromise or negation of the Gospel through members' identification with objectionable organizations. It shall be the duty of every member, pastor, and especially officials of the Synod to admonish those pastors and congregations that fail to offer countertestimony and take decisive action in matters pertaining to this subject. Refusal to heed brotherly admonition shall lead to suspension and eventual expulsion from the Synod.

14.05 The Commission on Organizations

A Commission on 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.

14.07 Functions and Duties

The commission shall —

a. gather and provide information, advice, and literature concerning all organizations, both objectionable and nonobjectionable, about which pastors or congregations may make inquiry relative to ceremonies, tenets, programs, practices, or objectives.

b. seek to explain the Synod's concerns to those

organizations that have unchristian or antichristian features, with the goal of persuading them to discard their objectionable features.

c. prepare and disseminate periodic reports concerning new organizations, changes within existing organizations, and developments relative to organizations in general.

d. assist pastors and congregations, insofar as it is able, by publishing study materials, serving as a counseling agency, and maintaining a research center for all who wish to pursue further study in this field.

e. urge the appointing of District Committees on Organizations and assist these committees in their activities.

14.09 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.

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 the Board

The objective of the board shall be to cultivate Christians of The Lutheran Church — Missouri Synod who continue to grow in living their lives as faithful stewards of Jesus Christ, effectively carrying out Christ's ministry and mission collectively through congregations, the Synod, and other organized structures of the church and society, as well as in their day-to-day personal relationships.

15.07 Functions of Board

The board shall —

a. 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;

b. provide counsel and materials for congregations as they endeavor to enlist the talents of their members for Kingdom service in and through their congregations;

c. plan and make available to the congregations an ongoing program of mission education and thereby develop a missionary concern;

d. 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);

e. 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;

f. encourage congregations regularly, adequately, and generously to support their program through District and the Synod;

g. provide congregations with the necessary

materials to conduct an effective annual every-member stewardship visit;

h. evaluate professional and voluntary capital fund-raising services and programs offered to, or provided for, the congregations of the Synod and its Districts;

i. study and evaluate contemporary trends in voluntary giving to agencies and projects within the Synod and its Districts;

j. have the primary responsibility for correlating all special fund-raising programs designed for the support of the Synod and its programs;

k. provide consultative services to the Board of Directors of the Synod or of its Districts for special appeals for capital and operating funds by various agencies, auxiliaries, and institutions in keeping with the approved policies of the Synod's boards and to make recommendation to the Board of Directors upon their request.

l. provide information and counsel regarding the overall synodical program at the work program and budget-setting meetings of the Synod and its Districts;

m. devise and promote a Synodwide program of deferred giving and large gift solicitation in the interest of the Synod's work in cooperation with The Lutheran Church — Missouri Synod Foundation;

n. devise and promote synodical projects of an ongoing nature which can be supported by auxiliaries of the Synod;

o. coordinate the development of the deferred giving programs of the synodical institutions, agencies, and auxiliaries, in cooperation with The Lutheran Church — Missouri Synod Foundation, but not to include sponsor or similar type programs of auxiliaries.

15.09 Implementation

In order to carry out its functions, the board shall —

a. seek to achieve definite and recognized work relationships with those departments of the Synod whose cooperation is vital to its program;

b. plan and prepare an adequate program;

c. 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;

d. periodically conduct stewardship conferences on a Synodwide and/or regional basis;

e. counsel with District Presidents and District stewardship leaders;

f. 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;

g. produce materials necessary to carry out an effective stewardship program throughout the Synod;

h. 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;

i. provide information to the Board of Directors of the Synod in the projection of synodical income on long- and short-range bases;

j. develop such interdepartmental work relationships as are necessary to the fuller attainment of its functions.

15.11 Staff

a. The board shall appoint the Stewardship Counselor.

b. The Stewardship Counselor shall carry out the program of duties assigned to him by the board under its direction.

c. 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.

d. The board shall determine the qualifications for the offices of the Stewardship Counselor and the Associate Stewardship Counselors and determine their duties and functions.

15.13 District Boards

a. Membership. Each synodical District shall elect or appoint a committee or board for stewardship.

b. 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.

c. 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.

15.15 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; dependents of military personnel overseas; civilians and their dependents overseas at or near military installations; and patients in Veterans Hospitals;

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 and granting ecclesiastical endorsements for appointments as chaplains in the Armed Forces and Veterans Administration and as directors of religious education for the military services;

d. maintain an executive office and appoint an

Executive Secretary with the approval of the President of the Synod;

e. serve as a repository for all records of pastoral acts performed by chaplains or pastors serving military personnel;

f. work in close cooperation with synodical and District officials and give information to them concerning the service maintained by the commission;

g. advise and report to the Synod on matters pertaining to military and veterans affairs.

h. maintain liaison and operation with the Division of Service to Military Personnel of the Lutheran Council in the U.S.A. in matters pertaining to the military and with the Department of Institutional Chaplaincy and Clinical Pastoral Education of the Division of Mission and Ministry of the Lutheran Council in the U.S.A. in matters pertaining to the Veterans Administration.

15.25 Military and Veterans Administration Chaplains

The commission shall —

a. solicit and process applications and grant ecclesiastical approval for seminary students in the chaplaincy program;

b. solicit and process applications and grant ecclesiastical endorsements for appointments for chaplains in the Air Force, Army, Navy, National Guard, Civil Air Patrol, and Veterans Administration;

c. initiate calls for active duty and request the President of the District in which the chaplain resides to authorize the installation of such chaplains;

d. give counsel to chaplains;

e. require regular reports to the commission;

f. provide chaplains with appropriate devotional literature and materials;

g. withdraw ecclesiastical endorsement from chaplains who depart from the accepted Scriptural teachings and practices of the Synod;

h. provide counsel and assistance for chaplains retired, discharged, or released from extended active duty in the Armed Forces.

15.27 Active Military Personnel

The commission shall —

a. keep an accurate record of all of the Synod's personnel serving in the various branches of the Armed Forces;

b. urge the pastors of the Synod to keep the commission informed concerning the personnel of their congregations who enter the Armed Forces;

c. provide Christian literature for personnel in the Armed Forces and refer them to the nearest Lutheran chaplain or military contact pastor and Communion service;

d. advise the Synod concerning the operation of Lutheran service centers;

e. 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. secure the services of Lutheran visitation pastors to minister in hospitals not served by a chaplain of the Synod;

c. provide hospital chaplains and pastors with appropriate devotional literature and materials.

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 10 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. The members of the board shall serve terms of 4 years in such a way that the terms of five members shall alternate with the terms of the five other 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, including significant Lutheran and synodical anniversaries;

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 safeguard 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, Vice-Presidents, Secretary, and Treasurer; the Board of Directors and its officers and staff; the Council of Presidents; and all other synodical boards, commissions, committees, and other entities related to the Synod shall transfer correspondence, records, minutes, reports, and other files from their respective offices to the archives when they are no longer of current operational value.

b. Such minutes, files, records, and reports shall ordinarily be transferred to the archives at the expiration of not more than 15 years after their creation unless such records are still currently being used by the officer or board. If the latter is the case, this shall be reported to the archives.

c. Temporary committees, task forces, and other entities serving the Synod shall immediately on their dissolution transfer to the archives all of their files containing the correspondence, records, minutes, and reports 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. Each District shall also establish the office of "Archivist-Historian" and pattern the responsibilities of the office after those of the synodical archives

and encourage this officer to work in close relationship with the synodical archives.

e. Institutions, organizations, and agencies related to the Synod or to any of its structure or work that are disbanding permanently are urged to transfer their files, correspondence, records, reports, and other historical materials to the archives.

f. All auxiliary agencies and interchurch councils and structures related to the Synod or in which the Synod holds membership shall file copies of all official documents, including articles of incorporation, constitutions, bylaws, convention proceedings, official publications, minutes, and other materials, with the archives on a regular basis.

g. Synodical colleges and seminaries shall establish departments of archives and history for the preservation of their records and shall transfer bylaws, handbooks, minutes, and official publications to the archives of the Synod. The job description of the college or seminary archivist shall be patterned after that of the synodical archivist; such archivist shall also be directed to work in close cooperation with the synodical archives.

h. Congregations permanently disbanding (not merging) are urged to transfer all of their records, such as registers of official acts, minutes, and other historical materials, to the archives.

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. CHURCH FELLOWSHIP

16.03 Procedure for Recognition

a. When a church body applies for formal recognition of 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 partner 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 AND LISTED SERVICE ORGANIZATIONS

17.01 Auxiliaries

a. Definition. An organization desiring auxiliary status may apply to the synodical convention, through the Board of Directors, if it satisfies the following requirements:

1. It is national in scope, voluntary in membership and participation;

2. It identifies itself with The Lutheran Church —Missouri Synod but is not a part of the Synod's constitutional structure;

3. It is independent in the establishment and evaluation of its own objectives, activities, and programs, in its organization and administration, and in financial matters;

4. It exists as an arm of the Synod and has as its primary function aiding the Synod, specifically in programs that extend the ministry and mission of the Synod;

5. It is classified by the Internal Revenue Service as a 501 c(3) corporation; and

6. Its membership is made up of persons who are baptized members of congregations that are members of The Lutheran Church—Missouri Synod.

b. Responsibilities. A synodical auxiliary shall—

1. report annually, through its president, to the Synod's President and on request of the Synod's President to the convention;

2. cooperate with the appropriate division, board, commission, and/or staff member of the Synod and with other synodical auxiliaries;

3. provide the Synod with an annual program report and financial statements audited by an independent certified public accountant;

4. keep the Synod advised of any new program under consideration;

5. submit all material of a Biblical or theological nature to the Synod for doctrinal review;

6. be responsible for its own debts and liabilities and so indicate in agreements, promotional materials, and all other communications of a financial nature in accordance with criteria determined by the synodical Board of Directors, so that it is clear that being an auxiliary is not a guarantee on the

part of the Synod for the fiscal solvency of or any financial responsibility for the organization or for services expressly or impliedly offered; and

7. be consistent with the doctrine and practice of The Lutheran Church—Missouri Synod as set forth in the Scriptures and the Lutheran Confessions.

c. Privileges. Auxiliary status in the Synod provides for—

1. a listing of the organization and its officers in *The Lutheran Annual;*

2. recognition as an auxiliary in the HANDBOOK of the Synod;

3. an opportunity to report to the Synod in convention; and

4. the opportunity to raise funds within the Synod to support the auxiliary program.

d. Recognition.

1. An organization is given auxiliary status through convention action. For continued recognition as an auxiliary an organization must meet and continue to meet the requirements given above. When it no longer meets these requirements, an organization loses its auxiliary status. This determination shall be made by a synodical convention after an evaluation by the synodical Board of Directors, based on consultation with the organization in question.

2. The listing in *The Lutheran Annual* shall provide a statement that such listing is not a guarantee on the part of the church body for the fiscal solvency of the organization or any financial responsibility for such organization or for services expressly or impliedly offered.

The following organizations are recognized as synodical auxiliaries:

1. International Lutheran Laymen's League
2. Lutheran Women's Missionary International League

17.03 Listed Service Organization

a. Definition. A service organization other than an auxiliary may apply to the synodical Board of Directors for listing in *The Lutheran Annual* if it satisfies the following requirements:

1. It identifies itself with the Synod but is not a part of the Synod's constitutional structure;

2. It operates with freedom and self-determination as a ministry within the Synod while complying with the responsibilities as outlined in Section 17.03 b;

3. It is involved in program activities that extend the mission and ministry of the church;

4. It is independent in the establishment and evaluation of its own objectives, activities, and programs, in its organization and administration, and in financial matters while complying with the responsibilities as outlined in Section 17.03 b;

5. It is classified by the Internal Revenue Service as a 501 c(3) corporation; and

6. It has the members of member congregations of the Synod as a source of voluntary financial support.

b. Responsibilities. Such an organization shall enter into a relationship with the Synod through the appropriate boards or commissions of the Synod as designated by the synodical Board of Directors through a letter of agreement or understanding as approved by the synodical Board of Directors. In addition to any special criteria required by the respective board or commission it shall be set forth in the letter of understanding that the organization shall—

1. coordinate, cooperate, and communicate its programs through its designated board or commission;

2. provide that board or commission and the synodical Board of Directors with an annual program report and financial statement audited by independent certified public accountants;

3. seek formal approval from the respective District Board of Directors for special intra-District fund-raising efforts and through the Board of Stewardship from the synodical Board of Directors for any fund-raising efforts that cross District lines (Bylaws 2.85 e, 2; 9.71; 9.73);

4. inform the appropriate board or commission of the Synod as designated by the synodical Board of Directors of the actual dollar amount raised and the percentage of costs involved in fund-raising efforts;

5. be responsible for its own debts and liabilities and so indicate in all of its contractual agreements of a financial nature, statements of ownership, by-

laws, financial offers, and other legal documents, agreements, promotional materials, and all other communications of a financial nature in accordance with criteria determined by the synodical Board of Directors, so that it is clear that listing in *The Lutheran Annual* is not a guarantee on the part of the Synod for the fiscal solvency of or any financial responsibility for the organization or for services expressly or impliedly offered (Bylaw 9.73); and

6. be consistent with the doctrine and practice of The Lutheran Church—Missouri Synod as set forth in the Scriptures and the Lutheran Confessions.

c. *Privileges.* Being a listed service organization carries with it the following privileges:

1. The privilege of soliciting funds upon approval by the synodical or District Board of Directors in conformity with regulating Bylaws, resolutions, and policies of the Synod or of a District;

2. Eligibility of clergymen and teachers serving such organizations to be placed or to remain on the clergy or teacher roster of the Synod if otherwise eligible;

3. Listing of the organization in *The Lutheran Annual;* and

4. The opportunity to report to synodical or District conventions through its designated board or commission.

d. *Listing.*

1. To be and remain a listed service organization, an organization must meet and continue to meet the requirements given above. Eligibility for continued listing shall be reviewed periodically by the synodical Board of Directors and the designated board or commission.

2. The list in *The Lutheran Annual* shall provide a statement that such listing is not a guarantee on the part of the church body for the fiscal solvency of the organization or any financial responsibility for such organization or for services expressly or impliedly offered.

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.

APPENDIX

If the two proposed constitutional amendments are approved in the prescribed manner, then effective January 23, 1980, the pertinent sections of the Constitution will read as follows:

Article III Objectives

The Synod, under Scripture and the Lutheran Confessions, shall—

1. Conserve and promote the unity of the true faith (Eph. 4:3-6; 1 Cor. 1:10), work through its official structure toward fellowship with other Christian church bodies, and provide a united defense against schism, sectarianism (Rom. 16:17), and heresy;

2. Strengthen congregations and their members in giving bold witness by word and deed to the love and work of God, the Father, Son, and Holy Spirit, and extend that Gospel witness into all the world;

3. Recruit and train pastors, teachers, and other professional church workers and provide opportunity for their continuing growth;

4. Provide opportunities through which its members may express their Christian concern, love, and compassion in meeting human needs;

5. Aid congregations to develop processes of thorough Christian education and nurture and to establish agencies of Christian education such as elementary and secondary schools;

6. Aid congregations by providing a variety of resources and opportunities for recognizing, promoting, expressing, conserving, and defending their confessional unity in the true faith;

7. Encourage congregations to strive for uniformity in church practice, but also to develop an appreciation of a variety of responsible practices and customs which are in harmony with our common profession of faith;

8. Provide evangelical supervision, counsel, and care for pastors, teachers, and other professional church workers of the Synod in the performance of their official duties;

9. Provide protection for congregations, pastors, teachers, and other church workers in the performance of their official duties and the maintenance of their rights;

10. Aid in providing for the welfare of pastors, teachers, and other church workers and their families in the event of illness, disability, retirement, special need, or death.

* * *

Article XI, E. Duties of the Treasurer

The Treasurer is the custodian of all moneys and records normally related to the Office of Treasurer of the Synod and shall—

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