WITH GREAT BOLDNESS...

TELL EVERYONE WHAT HE HAS DONE!

1992 Handbook

THE LUTHERAN CHURCH—MISSOURI SYNOD

Handbook

of
THE LUTHERAN CHURCH—
MISSOURI SYNOD

1992 Edition

1992
Constitution, Bylaws
and
Articles of Incorporation
as amended by the
1992 national convention
10–17 July 1992

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1333 S. Kirkwood Road, St. Louis, MO 63122
Telephone: (314) 965-9000

Manufactured in the United States of America

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Foreword

In this world in which we have been placed by our Lord there is nothing—other than our gracious Lord with His presence—that is more constant than change. That, of course, is also the challenge, namely, to proclaim and focus the attention of a world of people on the constant Christ as they move through life with its constantly shifting processes, situations and foci, its problems, its pains, and its joys to that blessed life which has no end, a gift of His love and grace.

For the national and District offices of The Lutheran Church—Missouri Synod to proclaim the message boldly in a united way, sometimes in behalf of the Synod's congregations and sometimes in support of them, it is necessary for the church to continually evaluate its structure for the purpose of determining what prevents that from happening and what changes would enhance its effectiveness in these areas. Sometimes, as in servicing an automobile, that involves minor changes. Sometimes it requires a major overhaul.

After having made a number of minor adjustments to meet changes since the last major restructuring in 1981, it was recognized that at this particular time minor changes would no longer suffice. Major changes would be needed in certain areas, but these would need to continue to be made within the basic structure of the Synod, which has served so well for 145 years, that of congregational autonomy within a voluntary organization.

As a result, major changes were proposed and adopted for the purpose of planning and operations through a Council on Mission and Ministry. This development grew out of the Planning Council, which was first adopted in 1983 and modified in 1989 in an effort to enhance a unified planning and goal-setting process which involved both the District and national levels of the Synod. Even with changes, that process is not yet complete, as reflected in a resolution adopted at the Pittsburgh convention which calls for the development of a Conference of Congregational Services. For the present triennium, the boards for Parish Services, Evangelism, and Youth and the Commission on Worship, as well as the Stewardship function, will remain separate. In the interim, until 1995, when they will become one group, these groups together with District representatives and others will serve as a Conference of Congregational Services, including in its responsibilities the development of a recommendation to the 1995 convention for the membership and functions of a single congregational services board.

Several other major changes were adopted by the Synod, among them the establishment of a Concordia University System. Included were changes of entire chapters of the Bylaws in the areas of synodical dispute resolution (chapter VIII) and certified church workers, lay (chapter VII). As a result of the growth of The Lutheran Church—Missouri Synod Foundation, certain functions of the Stewardship Department were transferred to it while stewardship education responsibility was retained by the Council on Stewardship. Furthermore, several constitutional amendments were adopted and are now being considered for ratification by the congregations.

The Commission on Constitutional Matters, which has responsibility for the final form of the 1992 *Handbook,* consists of Judge Gene

Schnelz, chairman; Judge James Groh; Dr. Roland Hopmann; Dr. Richard Schlecht; and the undersigned as secretary. It is the commission's prayer that this *Handbook* will, under the blessing of our gracious Triune God, become an instrument to assist the Synod; its congregations with their members; and the ordained ministers, commissioned ministers, and certified professional church workers, lay, to *With Great Boldness . . . Tell Everyone What He Has Done.*

Walter L. Rosin, *Secretary*

DAVID L. LAWRENCE
CONVENTION CENTER
WELCOME 58TH
LUTHERAN CHURCH
MISSOURI SYNOD

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 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 [and to support synodical colleges, universities, and seminaries]*;

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*Phrases in brackets will become a part of the Constitution and Bylaws if ratified by the congregations of the Synod.

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 IV Powers

The Synod shall have legal powers:

1. To purchase, hold, administer, and sell property of every description in the interest 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 [religion—ordained and ministers of religion—commissioned, such as] teachers, [directors of Christian education, directors of Christian outreach,] and deaconesses 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 the Evangelical Lutheran Church;
6. [Directors of Christian education;
7. Directors of Christian outreach;]
8. Deaconesses;
9. Candidates for the office of the ministry, or for that of a teacher

of the Evangelical Lutheran Church, [for directors of Christian education, for directors of Christian outreach,] or for deaconess.

Article VI Conditions of Membership

Conditions for acquiring and holding membership in the Synod are [the following]:

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, teachers, [directors of Christian education, directors of Christian outreach,] and deaconesses 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, [directors of Christian education, directors of Christian outreach,] deaconesses, or candidates for the office of the ministry or that of a teacher not coming from recognized orthodox church bodies must submit to a colloquium before being received.

7. Congregations and individuals shall be received into membership at such time and manner, and according to such procedures, as shall be set forth in the Bylaws to this constitution.

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 three 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.

Article X Officers

—A—

The officers of the Synod are:

1. A President;
2. Vice-Presidents, [in line of succession,] as prescribed by the Bylaws;
3. A Secretary;
4. A [Vice-President—Finance—]Treasurer [not in line of succession];
5. A Board of Directors.

—B—

1. The President, the Vice-Presidents [in line of succession], and the Secretary must be [ordained] ministers of [The Lutheran Church—Missouri Synod] and, like the [Vice-President—Finance—]Treasurer, [other officers], 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 [Vice-President—Finance—]Treasurer

The [Vice-President—Finance—]Treasurer is the custodian of all moneys and records normally related to the Office of Treasurer 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 voting members, to wit: the President, the Secretary, one pastor, and four laymen. The First Vice-President and the [Vice-President—Finance—] Treasurer shall be non-voting members.

2. The voting 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 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 Directors composed of the President, the Secretary, and the Treasurer of the District, which Board, however, may be constituted otherwise.

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

13. The regular sessions of the Districts are held in the year immediately preceding the general convention of the Synod. 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.

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 six 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 six-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. RELATIONSHIPS WITHIN AND THROUGH THE SYNOD

1.01 Reasons for Organizing a Synod

Committed to a common confession and mission, congregations of The Lutheran Church—Missouri Synod join with one another in the Synod to support one another and to work together in carrying out their commonly adopted objectives. The Synod functions *in support of* its member congregations by providing assistance as congregations conduct their ministries locally, as well as their ministries at large. The Synod *on behalf of* its member congregations administers those ministries which can be accomplished more effectively in association with other member congregations through the Synod. In this way member congregations utilize the Synod to assist them in carrying out their functions of worship, witness, teaching and nurture, service and support as they seek to serve (1) our Lord Jesus Christ, (2) the members of His body, and (3) the world which stands in need of the Word and the impact of His redeeming love.

1.03 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.

1.05 Relationships: Congregation, Synod, District, Circuit

a. Individual Christians are joined together in a worshiping and serving community, the congregation. Congregations, the basic units of

the Synod, have joined together to form the Synod and relate to one another through the Synod.

b. The Synod divides itself into Districts and authorizes its Districts to create Circuits. The criteria for the creation of Districts and Circuits are determined by the Synod in convention. Districts and Circuits are included among the component parts of the Synod.

c. The Synod, including its component parts, is regarded as an extension of the congregations to the extent and for the purposes determined by the congregations acting through conventions. The Synod and its component parts are designed to assist the congregations and their members in conserving and promoting the unity of the faith and in carrying out their mission and ministry. The Synod, including its component parts, also serves as the structure through which congregations carry out certain functions which can be performed more effectively and efficiently together with other member congregations.

d. Congregations together establish the requirements of membership in the Synod (Art. VI). In joining the Synod, congregations and other members obligate themselves to fulfill such requirements. Members agree to uphold the confessional position of the Synod (Art. II) and to assist in carrying out the objectives of the Synod (Art. III), which are objectives of the members themselves. Thus, while congregations of the Synod are self-governing (Art. VII), they, and also individual members, commit themselves as members of the Synod to act in accordance with the synodical Constitution and Bylaws under which they have agreed to live and work together and which the congregations alone have the authority to adopt or amend through conventions.

e. Membership is held in the Synod itself. However, in accordance with the objectives of the Synod, each member enjoys certain privileges and accepts certain responsibilities also in and through the respective District and Circuit.

f. Districts and Circuits as component parts of the Synod are obligated to carry out resolutions of the Synod. Districts and Circuits to the extent they are extensions of the congregations are structures for congregations to review synodical decisions, to motivate one another to action, and to shape and suggest new directions.

1.07 Relationships: Conventions, Officers, Boards Commissions, Staff

a. The delegate convention of the Synod is the legislative assembly which ultimately establishes policies and provides program direction to carry on the Synod's work on behalf of and in service to the member congregations, reserving to itself the right to give directions to all officers, boards, and commissions of the Synod (including the Districts, seminaries, universities and colleges, and other component parts of the Synod). The delegate convention of each District of the Synod receives reports and counsel from the national Synod, makes recommendations thereto, assists in implementing synodical decisions, and adopts or authorizes programs to meet the unique needs of the District.

b. Elected officers serve the Synod in accordance with duties assigned to them or otherwise authorized by the Constitution and appropriate Bylaws. Primary responsibility is given to each officer, to the extent of his jurisdiction, for implementing specific decisions of the appropriate conventions, boards, and commissions and for supervising and coordinating the day-to-day activities of the respective staffs. Each

elected officer is to report his activities and recommendations to the respective convention and, as appropriate, to the respective president and board.

c. The Board of Directors serves the Synod as its legal representative and as custodian of all property of the Synod, and upon it is incumbent the general management and supervision of the business affairs of the Synod. Each other board of directors, board of regents, and board of trustees also serves the Synod with respect to the property of the Synod, to the extent of its jurisdiction, as provided or authorized in these Bylaws. Upon each such board of the Synod is incumbent the general management and supervision of the business affairs of the Synod to the extent of its jurisdiction. Also, each board of directors, board of regents, and board of trustees shall, to the extent of its jurisdiction, between conventions and subject to advice or direction from any other appropriate board that has been given authority by these Bylaws or by convention resolution, (1) determine general operating policies, (2) approve program budgets, (3) allocate resources for such programs, (4) review program performance, and (5) coordinate the administration of convention resolutions. Each board of directors shall also be empowered to settle disputes within that corporate entity. Each board shall report its activities and recommendations to the respective convention.

d. Each board and commission that serves the Synod in a specific area of program or ministry in accordance with the Synod's Constitution and applicable Bylaws adopts programs in its assigned area of responsibility; administers the programs and resources as provided or authorized by the Constitution and applicable Bylaws, or as assigned by the respective convention or board; and proposes modifications thereto. It also provides program policies, as well as directions, for its staff and shall establish, together with staff, evaluation criteria for its programs. It shall report its activities to the respective convention, president, and board. National boards and commissions obtain counsel from District boards in developing programs, and District boards maintain communication with and provide for utilization of applicable programs of their national counterparts, as well as design programs to meet their own unique needs.

e. Each staff develops procedures, recommends and reviews programs and ministries, manages programs, and recommends policy and program modifications. It implements decisions of its respective board in accordance with approved policy. It is responsible to the Synod through its respective board or commission, which shall exercise supervision in accordance with the Constitution and Bylaws, resolutions of the respective convention, and the decisions of the respective board or commission. Staff represents the board or commission and is ordinarily the liaison between the board or commission and the field. Each executive officer shall report on staff activities and recommendations to his board or commission and, as requested, to the president of the District or of the Synod. Staff ordinarily serves as the liaison between the national and District program boards. Staffs consult with one another in developing program proposals to present to their respective boards.

1.09 Doctrinal Resolutions and Statements

a. The Synod, in seeking to clarify its witness or to settle doctrinal controversy, so that all who seek to participate in the relationships that exist within and through the Synod may benefit and may act to benefit

others, shall have the right to adopt doctrinal resolutions and statements which are in harmony with Scripture and the Lutheran Confessions.

b. Doctrinal *resolutions* may be adopted for the information, counsel, and guidance of the membership. They shall conform to the confessional position of the Synod as set forth in Article II of its Constitution 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 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 paragraph c 2 or submitted by a convention of the Synod (including that of a District), a synodical faculty, or an official District conference of ordained and/or commissioned ministers 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 colleges, universities, and seminaries, and to the congregations and other 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 of the national Synod 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 six 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 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 1–6, above.

9. An overture to repeal such an adopted and ratified doctrinal statement shall require a majority vote of a convention of the national Synod 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 position of the Synod, notwithstanding further study and action by the Synod.

d. Dissent from doctrinal resolutions and statements shall be governed by Bylaw 2.39 c.

II. MEMBERSHIP

A. ELIGIBILITY AND ADMISSION OF CONGREGATIONS

2.01 Application by Congregations

a. Each application for membership in the Synod by a congregation shall be submitted to the appropriate District President and acted upon by the Board of Directors of the District at any regular meeting.

b. Upon request by a congregation whose application for membership has been denied, the District President shall submit the application and a report concerning its denial by the District Board of Directors to the next succeeding convention of the District, which shall determine whether to grant the application or to affirm the denial by the Board of Directors.

2.03 Constitutions of Congregations

a. A congregation which applies for membership in the Synod shall, before its application is submitted to the District Board of Directors, submit its constitution and bylaws to the appropriate District President, who shall refer such to the standing constitution committee of the District. This committee shall examine the constitution and bylaws to ascertain that they are in harmony with Holy Scripture, the Confessions, and the teachings and practices of the Synod in order that any necessary changes may be made by the congregation before the application is acted upon. An application for membership by a congregation shall not be acted on by the District Board of Directors until the congregation has made such changes as may be deemed necessary.

b. A member congregation which revises its constitution or bylaws or adopts a new constitution or bylaws shall, as a condition to continued eligibility as a member of the Synod, submit such revised or new constitution and/or bylaws to the District President, who shall refer such to the District's constitution committee for review to ascertain that the provisions are in harmony with Holy Scripture, the Confessions, and the teachings and practices of the Synod. Upon advice of the constitution committee and recommendation by the District President, the District Board of Directors shall determine if the changes are acceptable to the Synod. Upon favorable action by the District Board of Directors, the congregation shall be notified that the changes are acceptable to the Synod and that the congregation is entitled to continue to function as a member of the Synod in good standing under the new or changed constitution or bylaws. Actions by the District Board of Directors under this paragraph shall be reported to the next convention of the District.

c. It shall be the policy of the Synod to decline membership to congregations whose constitutions deny membership or other congregational privileges to any Christian because of race or ethnic origin.

2.05 Signing Synodical Constitution

a. The president and secretary of each newly admitted congregation shall, as representatives of the congregation, sign the Constitution of the Synod in a special worship service held by the congregation. In recognition of the importance of the event, the appropriate District President shall normally attend the service. Such shall occur as promptly as possible following approval of the congregation's application for membership.

b. The signatures to the Constitution on behalf of the congregation shall be preserved by the District Secretary and the year in which the congregation is received into membership shall be noted.

B. INITIAL ELIGIBILITY AND ADMISSION OF INDIVIDUALS

2.07 Individual Membership

a. "Ministers of the Gospel" are designated by the Synod as "ministers of religion—ordained." "Teachers of the Evangelical Lutheran Church [directors of Christian education, directors of Christian outreach,] and deaconesses" are designated by the Synod as "ministers of religion—commissioned." These are the only individuals eligible for membership in the Synod. They will be referred to in these Bylaws as "ordained ministers" and "commissioned ministers" respectively.

b. Individuals who have been declared qualified for a first call and assigned first calls, in accordance with sections 2.09–2.11 of these Bylaws, shall, by the rites of both ordination or commissioning and installation, in accordance with section 2.13, become members of the Synod. There is no inherent right to membership in the Synod, and the decision as to qualification for a first call and the assignment of first calls shall be in the sole discretion of the Synod.

c. Each individual shall evidence an intent to accept membership in the Synod promptly after the assignment of first calls and prior to ordination or commissioning. This is to be done by signing and filing with the President of the District, in which membership will be initially held, a statement, to be supplied by the District President, which acknowledges subscription to the Constitution of the Synod. Upon installation following ordination or commissioning, the signing of that statement shall be deemed equivalent to the member having signed the Synod's Constitution.

2.09 Eligibility for Individual Membership

a. A graduate of an authorized synodical institution must be declared qualified for a first call and recommended by the faculty of the respective synodical institution before the effective date of the first call to service in the church, as assigned by the Board of Assignments as provided in Bylaw 2.11.

b. Candidates who have satisfactorily completed an approved synodical colloquy program for the pastoral, teaching, [director of Christian education, or deaconess] ministry must be declared qualified for a first call and recommended by the appropriate colloquy committee (see Bylaws 6.99, and 6.137), before the effective date of the first call to service in the church, as assigned by the Board of Assignments as provided in Bylaw 2.11.

c. Candidates who may be declared qualified for first calls are those who before the effective date of the first calls will have satisfactorily completed the prescribed courses of studies and will have received diplomas from their respective institutions or have fulfilled the requisites of a colloquy. In addition, they must have indicated complete dedication to the ministry and evidenced a readiness for service in the church. Finally, to be declared qualified and recommended by the faculties or colloquy committees for their specific types of service in the church, the appropriate faculty or colloquy committee must be satisfied that the individual will meet all personal, professional, and the theological requirements of those who hold the office of ministry to which the individual aspires. In addition, an academic year of supervised internship (vicarage) is required of all seminary students before graduation, ordinarily in the second year before graduation.

d. A graduate of one of the Synod's terminal schools who desires to continue his or her professional studies after he or she has completed the prescribed undergraduate curriculum, or who for any other valid reason is not ready for a first call to service in the church, shall continue to be eligible for unqualified recommendation for a first call as long as he or she can be recommended by the faculty of the institution from which he or she 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 a first call to serve in the church.

2.11 Assignment of First Calls

a. Except as noted below, the Council of Presidents, acting as the Board of Assignments, shall regularly assign to qualified graduates of synodical educational institutions and workers available from colloquy programs as "first calls" those calls that have been duly extended by authorized calling bodies (Bylaw 2.15) for ordained ministers and commissioned ministers if positions for which candidates are qualified are available.

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

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

d. A pastor emeritus from another church body may be placed on the roster of the Synod without call by action of the Council of Presidents on the basis of policies adopted by the Council of Presidents, after having completed an approved synodical colloquy program. Such placement shall be acknowledged by a rite of recognition in a worship service of the congregation of the Synod, preferably where he holds membership. Such rite is to be authorized by the District President.

2.13 Ordination, Commissioning, and Initial Installation

a. *Prerequisites.* Candidates for the office of ordained minister and candidates for the office of commissioned minister in The Lutheran Church—Missouri Synod may be ordained or commissioned when the following prerequisites have been met:

1. They shall have been declared to be qualified as provided in section 2.09 of these Bylaws.

2. They shall have received and accepted a call, through an assignment by the Board of Assignments pursuant to section 2.11 of these Bylaws.

3. They shall have submitted a request for ordination or commissioning, as the case may be, to the respective District President, who shall grant the request and schedule the ordination or commissioning when he is satisfied that all requirements for such have been fulfilled.

b. *Rites of ordination or commissioning.* The President of the District of which the calling congregation is a member or in which the eligible calling entity is located or with which it is otherwise identified shall be responsible for the rites of ordination and commissioning of candidates for the ministry called to that congregation or entity. The rite of ordination or commissioning should normally take place in the presence of the congregation or other entity to which the candidate has been called. A service of celebration on the part of the candidate's home congregation is encouraged. If an unusual circumstance warrants it, the appropriate District President may authorize that the rite take place in the home congregation of the candidate, or other appropriate congregation, with the permission of the calling congregation or other entity. The District President shall issue a diploma of ordination or commissioning.

c. *Initial installations.* Acting under the authority provided in section 4.71 c 1 of these Bylaws, the District President shall be responsible for initial installations of ordained ministers and commissioned ministers called to positions with congregations which are members of his District or with other eligible calling bodies subject to his ecclesiastical

jurisdiction. The rite of installation shall always take place in the presence of the calling congregation or other calling body, except that in the case of missionaries called by the Synod, members of a faculty of a synodical institution, or institutional chaplains, the rite shall take place in a setting approved by the District President.

d. *Forms and practices.* The rites of ordination and commissioning and the rites of installation should be in accordance with forms and practices developed by the Synod for that purpose, and in all events the minister 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.

C. CONTINUING ELIGIBILITY OF INDIVIDUAL MEMBERS

2.15 Active Members

To remain an "active member" of the Synod (that is, a member who does not qualify as "emeritus" (2.17), or as a "candidate" (2.19), whose status as a member is neither restricted (2.23) nor suspended (2.25), an ordained or commissioned minister of religion must be a communicant member of a congregation which is a member of the Synod (except as provided in paragraph c of this section) and be regularly performing the duties of one of the following:

a. An ordained minister serving a congregation of the Synod;

b. A commissioned minister serving a congregation of the Synod;

c. A minister of religion, ordained or commissioned, serving a congregation which is not a member of the Synod, provided that such is approved (on the basis of policies adopted by the Council of Presidents) by the President of the District in which the congregation is located.

d. An elected officer of the Synod, including a District or other agency of the Synod;

e. An executive or professional staff member serving the Synod, including a District or other agency of the Synod;

f. A missionary serving under a call by the Synod, including a call by a District;

g. A person serving on the faculty or professional staff of a synodical educational institution;

h. A military or institutional chaplain or other specialized ministry endorsed by the Synod, including endorsement by one of its Districts;

i. An executive or professional staff member called or appointed by a national inter-Lutheran entity referred to in section 13.01;

j. An executive or professional staff member called or appointed by an auxiliary (14.01) or other recognized service organization (14.03), including a person serving an educational institution, whether elementary or secondary, recognized by the Synod.

2.17 Emeritus Members

An ordained or commissioned minister who has retired after reaching the age of 55, or for reasons of total and permanent disability, shall be eligible to apply to the President of the District in which membership is held for retention on the roster upon retirement as a "member emeritus." Any unusual case shall be decided by the Council of Presidents if the appropriate District President so requests. To remain an emeritus

member, the minister must be a communicant member of a member congregation.

2.19 Candidate Status

a. An ordained or commissioned minister who is eligible to perform the duties of any of the offices of ministry specified in Bylaw 2.15 but who is not currently performing those duties on a regular basis, and who is not emeritus, may be continued on the roster for a period not to exceed two years by act of the President of the District through which the person holds membership. For extension of candidate status beyond two years, the Council of Presidents shall require an annual application from the candidate, as well as an evaluation by the District President. The council shall determine by majority vote on 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 the 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 any of the offices of ministry specified in Bylaw 2.15.

c. To remain a member, the candidate must be a communicant member of a member congregation.

D. RESTRICTING, SUSPENDING, AND EXPELLING CONGREGATIONS OR INDIVIDUALS FROM MEMBERSHIP

2.21 General

Although the Constitution (see Art. VI, 3, and Art. XII, 7–8) deals with the "life" of pastors and teachers of the Synod and provides for dealing with "ungodly life" of ordained and commissioned ministers, this does not suggest that the Synod, including any District of the Synod, has the duty or even an opportunity to observe the activities in the life of an individual member of the Synod or has the means or authority to regulate, restrict, or control those activities. The only remedy available to the Synod in response to improper activities in the life of such a member of the Synod is, as is true with respect to violations of other conditions of membership or is otherwise appropriate under the Constitution or these Bylaws, and following the procedures set forth in these Bylaws, to take such action as may lead to the termination of that membership and the attendant rights and privileges.

2.23 Restricted Status

a. An individual member of the Synod may be placed on restricted status by the District President of the District who has ecclesiastical supervision of the member. The District President may take this action if information with respect to such member provides a substantial basis to conclude that such member

1. has engaged in conduct which could lead to expulsion from the Synod under Article XIII of the Constitution; or

2. is incapable of performing the duties of the office or position because of a physical, mental, or emotional disability; or

3. Neglects or refuses to perform the duties of the office or position.

b. An individual member of the Synod on restricted status is ineligible to

1. perform functions of ministry except in the position of service, if any, held at the inception of restricted status and otherwise only if approved by the District President; and

2. accept a call to any other position of service in the Synod.

c. An individual member of the Synod shall be notified in writing as to the specific reasons for having been placed on restricted status. Such restricted status shall continue for a period of one year or a lesser period if the matter is satisfactorily resolved. In order to extend the restricted status beyond one year, the District President shall annually thereafter notify the member in writing as to the reasons for such continuance of restricted status.

d. An individual member of the Synod who is placed on restricted status shall have the right to appeal the placement on, or continuance of, restricted status by filing a Petition for Removal of Restricted Status with the Council of Presidents. A party on restricted status may petition for removal therefrom no more than once in a 12-month period. Such Petition for Removal of Restricted Status shall be addressed solely to the Council of Presidents through the office of the President of the Synod. The Council of Presidents shall rule on such petition within six months from the date of the receipt.

e. While a member is on restricted status, the District President shall minister to that member either directly or through others, concern himself with the spiritual well-being of that member, and continue efforts to resolve those matters which led to the imposition of restricted status.

f. The records maintained by the respective District President shall reflect the restricted status. In addition, the District President shall notify in writing the President of the Synod and all other District Presidents of such restricted status.

2.25 Suspended Status

a. When formal proceedings have been commenced against a member of the Synod (individual or congregation), under the procedure set forth in Bylaw 2.27, which may lead to expulsion from the Synod under Article XIII of the Constitution, the member shall have suspended status. If such member was on restricted status at the commencement of formal proceedings, the restricted status shall become suspended status.

b. Suspended status shall continue until membership is duly terminated or the formal proceedings are completed favorably to the member. While on suspended status, the member shall continue to hold all rights under the Constitution and Bylaws subject to the limitations set forth herein.

c. An individual member of the Synod on suspended status shall

1. be relieved of duties as a member of the Synod (e.g., as a delegate to a District or synodical convention, as a member of any District or synodical board or commission);

2. be relieved of the duties and responsibilities which the member holds with the Synod, District, or other agency of the Synod;

3. be ineligible to accept a call to any other position of service in the Synod;

4. continue to be eligible to perform those duties and responsibilities of any other position held by the member, including a position with a

member congregation, which such member held at the time when placed on suspended status.

d. When a member is placed on suspended status, the District President who has ecclesiastical supervision of the member shall

1. reflect the suspended status in the records maintained by him;

2. notify, in writing, the President of the Synod and all other District Presidents of the affected member's suspended status;

3. notify the congregation or other entity being served by the individual member of the suspended status to take appropriate action so that the rights of both the member and congregation or other entity are preserved.

e. While a member is on suspended status, the District President shall minister to that member either directly or through others, concern himself with the spiritual well-being of such member, and continue efforts to resolve those matters which led to imposition of the suspended status.

2.27 Commencing an Action to Terminate Congregational or Individual Membership

a. When, either by a written complaint of any person or by his own personal knowledge, facts, which could lead to the expulsion of a member from the Synod under Article XIII of the Constitution, are made known to the District President who has ecclesiastical supervision of such member, the District President shall

1. thoroughly investigate whether the allegations can be substantiated. In the event the District President is disqualified because he is a party to the matter in dispute, has a conflict of interest, or is unable to act, the First Vice-President or the next qualified District officer to function in this instance shall act in the place of the District President. Any challenge to the eligibility of the District President to act, which is not agreed to by the District President, shall be determined by the Praesidium of the Synod.

2. require compliance with Matt. 18:15–16 and may appoint a small committee to assist in reconciliation efforts.

b. If the District President declines to suspend the member or fails to act within 90 days after receipt of the written complaint, the complainant may present the written complaint to the Praesidium of the Synod, which consists of the President and the Vice-Presidents of the Synod. If after investigation the Praesidium concludes that the facts form a basis for expulsion of the member under Article XIII of the Constitution, the Praesidium shall proceed in the same fashion as hereafter required of the District President. If the Praesidium determines not to proceed, it shall in writing so inform the complainant and the involved member, which shall terminate the matter.

c. If the District President concludes that the facts form a basis for expulsion of the member under Article XIII of the Constitution, the District President shall

1. prepare a written statement of the matter in dispute which sets forth the alleged facts and states that he is requesting expulsion of the member from the Synod in accord with Article XIII of the Constitution.

2. provide the member with

a) a copy of the written statement of the case;

b) a written notification of the member's suspended status under Bylaw 2.25;

c) written notification that the member has 15 days from the date of receipt of the statement of the case to advise the Secretary of the Synod that there is a desire to have the matter heard and resolved. Failure by the member to file such written request for hearing and resolution within the 15-day period shall be deemed to be consent to termination of membership in the Synod.

d. If the request is made, the Secretary of the Synod shall inform the District President and form a Dispute Resolution Panel in accordance with the Bylaws. At that time, the District President shall forward to the Secretary of the Synod the statement of the matter in dispute and a written memorandum describing the manner in which there was compliance with the mandate of Matt. 18:15–16.

e. The District President shall take those steps necessary to assure that the spiritual needs of the member are attended to and continue efforts to resolve those matters which led to the commencement of the formal action against such member.

f. When the matter has been formally presented to the Dispute Resolution Panel, it shall promptly undertake a hearing of the matter in accord with the provisions of chapter 8 of these Bylaws.

2.29 Procedure to Consider Petition for Removal of Restricted Status

a. A hearing on the petition for removal of restricted status shall be conducted by a hearing panel consisting of three District Presidents selected as follows:

1. One District President selected by the petitioner.

2. One District President selected by the District President who imposed restricted status (hereinafter referred to as the involved District President). The involved District President may not choose himself.

3. The third District President selected by the other two hearing panel members. If the two hearing-panel members cannot agree on the third hearing-panel member, then such third member shall be chosen by blind draw from among the remaining District Presidents.

b. Upon receipt of a petition for removal of restricted status, the chairman of the Council of Presidents (COP) shall promptly notify the petitioner and the involved District President of their respective right to choose one hearing-panel member and direct that the identity of their selection be transmitted to the chairman of the COP within one month from the date of such notice. If either party declines to make a selection within such one-month period, such selection shall then be made by the chairman of the COP.

c. When two hearing-panel members have so been chosen, the chairman of the COP shall promptly notify them of their selection to the hearing panel and direct that they select the third member of the hearing panel and notify the chairman of the COP of their selection.

d. After the hearing panel is constituted, it shall select one of its members as chairman, who shall then, after conferring with the petitioner and the involved District President, select a date and location where the hearing panel will consider the petition.

e. The hearing before the panel shall be private, attended only by the parties and the witnesses who can substantiate the facts relevant to the matter in dispute. The panel shall establish the procedure to be followed in the hearing and the relevancy of evidence so that each party shall be given an opportunity fully to present its respective position.

Upon completion of the hearing, the hearing panel shall deliberate and then issue its written decision within 60 days, a copy of which shall be mailed to the petitioner, the involved District President, and the chairman of the COP. The decision of the hearing panel shall be the decision of the COP and shall be final with no right of appeal.

E. REINSTATEMENT OF INDIVIDUALS INTO MEMBERSHIP

2.31 Eligibility for Reinstatement

Any person who at any time has held individual membership in the Synod but has resigned that membership, or whose membership in the Synod has been terminated, is eligible to seek reinstatement into membership. However, there is no inherent right to membership in the Synod, and the decision as to whether to accept or deny a request for reinstatement shall be at the sole discretion of the Council of Presidents.

2.33 Procedure

All applications by individuals for reinstatement into membership in the Synod shall be addressed to the President of the District in which the applicant last held membership. Procedures for investigating and processing requests for reinstatement which are generally applicable to all situations shall be the responsibility of the Council of Presidents. The President of the District shall review the matter and shall ordinarily make a recommendation to the Council of Presidents, but may be excused by the council from making such a recommendation where circumstances warrant. A decision to reinstate shall require an affirmative vote of at least 75% of the District Presidents present and voting, and shall be by written ballot. If the applicant is reinstated, the District President shall publish this fact in an official periodical of the Synod. A decision not to reinstate shall be unappealable, but the individual may reapply for reinstatement three or more years after his or her last preceding application has been denied.

F. MISCELLANEOUS PROVISIONS WITH RESPECT TO MEMBERS

2.35 Duties of Members

Every member of the Synod shall diligently and earnestly promote the purposes of the Synod by word and deed.

2.37 Duties of Advisory Members

Advisory members of the Synod shall attend District conventions, but they shall not be elected by any congregation or by any group of congregations as lay delegates to a national convention of the Synod, nor shall they be accredited as such.

2.39 Relation of the Synod to Its Members

a. The Constitution, Bylaws, and all other rules and regulations of the Synod apply to all congregational and individual members of the Synod. The Synod expects congregations that have not been received into membership, but are served by the Synod, and whose ministers of religion, ordained and commissioned, 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 applicable 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 applicability of the resolution 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. 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.

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

2.41 District through Which Membership Is Held Ecclesiastical Supervision

a. An individual member of the Synod who is serving a congregation shall hold synodical membership through the District of which the congregation is a member.

b. An individual member of the Synod who is serving a District shall hold synodical membership through that District.

c. A missionary or chaplain serving under a call by the Synod shall hold synodical membership through the District designated by the missionary or chaplain if approved by the President of that District after consultation with the Board for Mission Services and the President of the District through which membership is currently held.

d. An individual member of the Synod who is serving an entity other than a congregation or District, and other than a missionary or chaplain serving under call by the Synod, shall hold membership through the District designated by that person if approved by both the President of that District and the President of the District in which the entity is located, but shall be subject to the ecclesiastical supervision of the President of the geographical District in which the entity is located. However, if all voting members of the entity are members of a nongeographical District, the membership shall be held through that District.

e. An emeritus member not regularly serving any congregation or other entity shall continue to hold membership through the District through which membership was held at the inception of the emeritus status unless a transfer is approved by both the President of that District and the President of the District to which membership would be transferred.

f. A member having candidate status shall continue to hold membership through the District through which membership was held at the inception of candidate status unless a transfer is approved by both the President of that District and the President of the District to which membership would be transferred.

g. A member having restricted status while not serving a congregation or other eligible entity shall continue to hold membership through the District through which membership was held at the inception of

restricted status unless a transfer is approved by both the President of that District and the President of the District to which membership would be transferred.

h. A member having suspended status shall continue to hold membership through the District through which membership was held at the time of the suspension.

i. Except as is expressly otherwise provided in this section, a member shall be under the ecclesiastical supervision of the President of the District through which synodical membership is held.

j. The District through which an individual holds membership and the District through which a member is ecclesiastically supervised, will not be determined in any case on the basis of District membership of the congregation to which the individual belongs.

2.43 Clergy, Teacher, [Director of Christian Education Director of Christian Outreach,] and Deaconess Rosters

Subject to the provisions of the Constitution and Bylaws, the District Presidents shall be responsible for the initial placement of the names of all ministers of religion on the clergy, teacher, [director of Christian education, director of Christian outreach,] and deaconess rosters, respectively, of the Synod and also for their removal. An ordained or commissioned minister accepting a call to a congregation in a sister District, or to an institution which relates to 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 minster of religion, the District President of the sister District shall install or authorize installation of such minister. The District President shall be responsible for maintaining records of transfers into and out of his District.

2.45 Calling Ministers of Religion

a. Congregations shall seek the advice of the respective District President when calling ordained or commissioned ministers.

b. Congregations which are members of the Synod, in conformity with Article VI, 3, of the Constitution of the Synod, shall call and be served only by ordained or commissioned ministers who have been admitted to these respective ministries in accordance with the rules and regulations set forth in this *Handbook* and have thereby become members of the Synod.

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

III. SYNODICAL ORGANIZATION

A. CONVENTIONS

3.01 Function of Convention

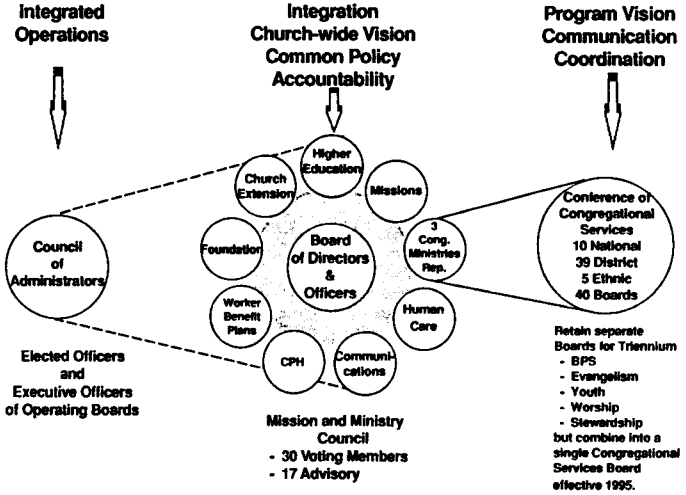
The national convention of the Synod shall afford an opportunity for worship, nurture, inspiration, fellowship, and the communication of vital information. It is the principal legislative assembly, which amends the Constitution and Bylaws, considers and takes action on reports and overtures, and handles appropriate appeals. It establishes general synodical positions and policies, provides overall program direction and priorities, and evaluates all such positions, programs, policies, directions, and priorities in order to provide responsible service for and in behalf of its members. Only a national 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.

3.03 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 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 organizations, 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.

3.05 Election of Delegates

a. Each electoral Circuit shall meet at the call of the Counselor(s) to elect its delegates not later than nine 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 layperson 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 names 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 layperson, 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 laypersons (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 layperson 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 from 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).

3.07 Responsibilities of Delegates

Congregations shall not require their delegates to vote in accordance with specific instructions, but every delegate shall be permitted to vote according to his or her own conviction. Delegates are nevertheless responsible to their Circuits, whom they represent, and shall attempt to discover the sentiment of the members thereof. They shall be expected to be faithful in attendance at all sessions of the convention. After each convention they shall report the actions of the Synod to their Circuits, preferably appearing before each of the congregations which they represent. Voting delegates shall serve a three-year term beginning with the convention; they shall function as advisory members of the Circuit Forum, shall serve as resource persons in the Circuit, and shall assist in the dissemination and implementation of synodical resolutions in their area.

3.09 Advisory Delegates

Each district shall send one advisory delegate for every 60 advisory ordained ministers and one advisory delegate for every 60 commissioned ministers on the roster of the Synod. Fractional groupings shall be disregarded except that each District shall be entitled to at least one advisory delegate in each category. These selections shall be made by the respective groups meeting at the call of the District Secretary either during the District convention or at official District conferences of ordained and/or commissioned ministers. Such elections must be completed at least nine months prior to the opening day of the convention. Individuals who are eligible for selection in any category under Bylaw 3.13 shall not be counted in determining the number of advisory delegates from each District. They shall not be eligible to be selected as delegates from the groups defined in Bylaw 3.09, neither shall they participate in the election process.

3.11 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.

3.13 Other Advisory Representatives

a. The President, the Vice-Presidents, the Secretary, and the [Vice-President—Finance—]Treasurer of the Synod, and the District Presidents, shall be advisory representatives to the convention.

b. Each elected and appointed board and commission of the Synod shall be represented by its chairman or another board or commission member and by its principal staff person. Standing exceptions shall be the Board of Directors, the Commission on Constitutional Matters, and the Commission on Theology and Church Relations, who may be represented by as many of their membership as they deem necessary. Other exceptions must have the approval of the Board of Directors prior to each convention.

c. 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 30 faculty members who are members of the Synod. Fractional groupings shall be disregarded.

d. Each foreign mission area, as defined and established from time to time by the Board for Mission Services, but not to exceed 10 in number, may be represented at a synodical convention by one advisory representative from within the mission area who is on furlough at the time of convention and will return to the mission area represented. These representatives shall be elected by the missionaries in a given mission area in a manner prescribed by the Board for Mission Services and shared with the missionaries at least 15 months in advance of a synodical convention—provided, however, that each said mission area shall be entitled to a representative, even though there may be no other than terminating missionaries on furlough at convention time.

e. Chaplains in each branch of the Armed Forces of the United States may be represented at a synodical convention by active-duty chaplains stationed stateside, approved by the Board for Mission Services at least nine months before the synodical convention.

f. Each District Board of Directors shall be entitled to send one representative from the District Board of Directors and one from the District executive staff, other than the District President. If the District has no executive staff, it may select two members of its Board of Directors.

3.15 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.

3.17 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.

3.19 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 [Vice-President—Finance—]Treasurer of the Synod, a board or commission of the Synod as listed in Bylaws 3.55 and 3.57, 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 conference of ordained and/or commis-

sioned ministers, the faculty of an educational institution of the Synod, a board or commission of the Synod listed in Bylaws 3.55 and 3.57, a committee established by a prior convention, or a forum of a Circuit.

b. Reports and overtures must be submitted in triplicate to the President of the Synod not later than 18 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, names and mailing addresses of all voting delegates, 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 ordained and commissioned minister 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 (3.03), advisory delegates (3.09), and advisory representatives (3.13). Ordained ministers, commissioned ministers, and laypersons 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, ordained minister, commissioned minister) and any lay delegate to the convention wishing to express comments on reports and overtures appearing in the convention manual may submit them in triplicate at least seven 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.

3.21 Convention Preachers, Worship Leaders, and Essayists

These shall be appointed by the President prior to the convention.

3.23 Convention Orientation

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

3.25 Organization and Agenda

The convention shall organize at its first session on the basis of its registration and the report of the Committee on Credentials. The President shall then make his presidential address and submit his official report. He shall, at the first session and during the course of succeeding sessions of the convention, announce the order of business for the day and following days. He shall conduct the sessions according to parliamentary law and make every effort so to arrange the schedule of business so that the sessions do not exceed one week in duration. Daily minutes shall be prepared by the Secretary's office for inclusion in *Today's Business*.

3.27 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.

3.29 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. The President may also submit a site to the Council of Presidents. Prior to submission, the District President for the area in which the site is located shall be made aware of the submission and agree to provide any needed local support.

3.31 Convention Management

The Director of General Services, within the assigned general meeting and conference planning function, shall be responsible to the President for making arrangements for and directing the externals of the

synodical delegate convention and other major synodical assemblies and may assist with planning and arranging for District conventions.

3.33 Local Convention Committee

When necessary, the President in consultation with the convention manager may appoint a local convention chairman and a local convention committee to assist the synodical convention manager.

3.35 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 Board of Directors of The Lutheran Church—Missouri Synod, Inc., for approval, who shall notify the District Treasurers of the amount of their assessments by Sept. 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.

3.37 Expenses of Delegates and of Representatives

a. All travel and convention expenses of the synodical Praesidium, Secretary, [Vice-President—Finance—]Treasurer, Board of Directors of The Lutheran Church—Missouri Synod, Inc., and the District Presidents, are included in the operating cost of the synodical convention and as such are included in the District levy. Those of the delegates, and representatives shall be paid by the Districts, the boards, or the commissions which are represented by the respective delegates or representatives. 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.

3.39 Publicity

The Synod's Board for Communication Services shall be the channel for telling the story of the synodical convention to the public.

3.41 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.

B. GENERAL PROVISIONS FOR OFFICERS, BOARDS AND COMMISSIONS

3.51 Definitions

a. An operating *board* is an officially established group of persons charged with policymaking and evaluative responsibilities for an operating function of the Synod.

b. A *commission* is a group of persons elected or appointed as prescribed in the Bylaws, rendering a precisely defined service function of the Synod and responsible, as the case may be, to the convention, to the President of the Synod, or to the Board of Directors of The Lutheran Church—Missouri Synod, Inc.

c. A *conference*—An officially established representative assembly of national and District board/staff members which provides future-oriented shared vision and wisdom, and communicates the same to its respective constituencies or gatherings convened for a specific purpose.

d. A *council*—an officially established group elected or appointed as a legislative or advisory body.

e. A *department* is a functional unit which is responsible to a board.

f. A *subcommittee* consists of persons who are voting or advisory members of a board or commission who perform a specific function and are in a reporting relationship to the parent group. This may be a standing subcommittee or an ad hoc committee.

g. A *task force* is a group which has an ad hoc assignment to accomplish a specific task, has a definite expiration date, and does not necessarily consist of members of the appointing body.

h. An *agency of the Synod* is an instrumentality other than a congregation, whether or not separately incorporated, which the Synod or its Board of Directors has caused or authorized to be formed to further the Synod's objectives and includes without limitation each board, commission, seminary, university, college, and District, as well as Concordia Publishing House, Concordia Historical Institute, The Lutheran Church—Missouri Synod Foundation, Lutheran Church Extension Fund—Missouri Synod, and Concordia University System.

3.53 Officers Elected by the Convention

The officers of the Synod elected by the convention shall be a President, five Vice-Presidents [*in line of succession*], a Secretary, and a [Vice-President—Finance—]Treasurer, who shall also be designated as Chief Financial Officer.

3.55 Board Entities

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

a. Elected by the convention of the Synod:

- A Board of Directors of The Lutheran Church—Missouri Synod, Inc.
- A Board for Evangelism Services
- A Board for Mission Services
- A Board for Parish Services
- A Board for Youth Services
- A Board of Directors for Concordia Publishing House
- A Board of Regents for each synodical seminary

b. Appointed by the Board of Directors:

- A Board for Communication Services
- A Board for Human Care Ministries
- A Board of Managers for Worker Benefit Plans

c. Elected or Appointed as prescribed:

- A Board of Directors of the Lutheran Church Extension Fund—Missouri Synod (Synodical Board for Church Extension)
- A Board of Governors of Concordia Historical Institute
- A Board of Trustees for The Lutheran Church—Missouri Synod Foundation
- A Board for Higher Education/Concordia University System Board of Directors
- A Board of Regents for each college, university, or synodical high school.

3.57 Commission Entities

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

a. Appointed by the President as prescribed:

- A Commission on Black Ministry
- A Commission on Constitutional Matters
- A Commission on Doctrinal Review
- A Commission on Ministerial Growth and Support
- A Commission on Organizations
- A Commission on Worship

b. In part by election and in part by appointment as provided in the Bylaws:

- A Commission on Theology and Church Relations

3.59 Term of Office

a. The term of office of all elected synodical officers shall be three years; of the members of all elected synodical boards six years, except for college and university boards of regents and for youth members of the Board for Youth Services which shall be three years; and of all appointed boards, commissions, and standing committees three years, unless these Bylaws shall hereinafter specifically provide otherwise.

b. The President, Vice-Presidents, Secretary, [Vice-President—Finance—]Treasurer, and members of all elected boards shall assume office on Sept. 1 following their election. The newly appointed members of all appointed boards and commissions shall begin their service on Sept. 1 following each convention. Incumbents shall serve until their successors have been appointed.

3.61 Successive Terms

a. The offices of the President, of the First Vice-President, of the Secretary, and of the [Vice-President—Finance—]Treasurer of the Synod shall be without limitation as to reelection.

b. All members of all synodical boards and commissions shall be ineligible for reelection or reappointment to the same board or commission after serving a total of two successive six-year elected terms or three successive appointed or elected three-year terms, unless otherwise provided in the Bylaws. They may become eligible again for election or appointment to the same office, board, or commission after an interval

of three or more years. One-half or more of a term shall be regarded as a full term under limited tenure rules.

c. Any member of a board or commission who is ineligible for re-election or reappointment may be elected or appointed to another position.

d. The limitation on the tenure of any individual shall not apply in cases which hereinafter are specifically excepted from such limitation.

e. If the President, the First Vice-President, the Secretary, or the [Vice-President—Finance—]Treasurer of the Synod are not reelected to their office before they reach the official retirement age or do not stand for reelection, they shall continue to receive their full salary to the end of the calendar year while rendering transitional service. During this period the Department of Human Resources shall assist them, if requested, in their efforts at finding another opportunity for service in the church. In the event of a resignation the officer shall be continued at full salary for a minimum of three months. Any extension beyond this period shall be at the discretion of the Board of Directors of The Lutheran Church—Missouri Synod, Inc.

3.63 Vacancies

a. Unless otherwise specified in these Bylaws, vacancies that occur on synodically elected boards or commissions shall be filled by the Board of Directors of The Lutheran Church—Missouri Synod, Inc.

b. The Secretary of the Synod shall be responsible for gathering a list of nominees from the board or commission where the vacancy occurs, the synodical President, the District Board of Directors, and the slate of candidates from the previous synodical convention within 90 days of notification of the vacancy. A list of at least three but no more than five candidates shall be submitted as soon as possible to the appropriate appointing body. This list shall be determined by the Secretary of the Synod, the Director of Human Resources, and the chairman of the synodical nominating committee.

c. 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.

3.65 Induction

a. All those elected at convention and present shall be inducted into office at the convention. Those not present or those appointed by the President or Board of Directors of The Lutheran Church—Missouri Synod, Inc., shall be inducted into office at the determination of the synodical President.

b. The initial meeting of these boards and commissions shall be held following the induction and shall begin with a combined orientation program conducted under the direction of the President.

3.67 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 Boards of Directors and other elected boards and commissions shall continue to function until the newly elected and re-elected members of these boards and commissions assume office. They

shall continue to carry out programs initiated prior to the electing convention.

c. No appointments to synodical boards or commissions shall be made and no new programs shall be initiated by the outgoing President or the boards of directors or elected or appointed boards or commissions 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 re-elected 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 directors of boards and commissions to discuss their convention reports, 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 Boards of Directors and other elected boards and commissions shall attend whatever meetings are held in the interim, without vote, to become acquainted with their new responsibilities and functions.

3.69 General Regulations

In accord with relationships referred to in chapter 1 of these Bylaws, especially section 1.07 d, the following general regulations will apply to all corporations, councils, boards, and commissions (entity):

a. All members of all entities shall be members of member congregations of the Synod.

b. Every entity shall organize itself as to officers and subcommittees at its initial meeting after election or appointment and shall conduct its business in accordance with accepted parliamentary procedures.

c. Every entity shall meet at least quarterly unless otherwise stipulated in the Bylaws; exceptions require the approval at least annually of the synodical President.

d. Executive committees may be employed by entities to act in times of emergency between plenary meetings of the entity and to act on delegated assignments. Executive committees may not perform acts specifically required by statute or by synodical legislation to be performed by the entity, nor may they overturn actions of the entity. All executive committee actions shall be reported to plenary sessions of the entity. The entities may also delegate a specific assignment for a limited time to a committee composed of its own members.

e. Every entity shall operate under Human Resources policies provided in the *Handbook* or reached by mutual agreement of the Mission and Ministry Council. Such policies may recognize the unique operations of the respective corporate entities. Every entity may create officer and executive staff positions and fill the same in accordance with such policies. The executive officer of each entity must also be approved by the President of the Synod.

f. The executive officer shall normally attend all meetings of the entity except when his own position is being considered. Other staff may attend upon request of the entity.

g. Unless otherwise specified or permitted by the Bylaws, executives, faculty, and staff on either the national or District level, shall not be members of the entity under which they serve, nor shall any such executives or staff be members of any other entity of the Synod, as identified in Bylaws 3.55 and 3.57.

h. Each board of directors shall develop policy statements regarding the relations between boards and staffs. These shall be supplemented as required by the respective entities.

i. Entities shall make available upon request and at a reasonable price a verbatim copy of the minutes of their meetings except for their executive sessions.

j. Administrative and programmatic conflicts between entities shall be handled by the parties concerned in a Christian manner with the assistance of the President of the Synod. If these efforts fail, the Mission and Ministry Council shall provide for resolution. Conflicts between an entity and its staff shall be handled in accordance with the corporation's grievance policies.

k. All entities between conventions of the Synod shall be responsible and accountable for their activities to the President of the Synod (Art. XI, B, 1–4), and to the Synod's Mission and Ministry Council for the implementation of their portions of the Synod's triennial mission and ministry plan. Each entity is ultimately accountable to the Synod in convention (Art. XI, A, 1–2).

l. Boards and commissions may appoint standing committees of specialists to provide professional or technical assistance to the board or commission and may delegate certain responsibilities to such committees while retaining supervision. The creation of standing committees shall be reported to the President and Board of Directors of The Lutheran Church—Missouri Synod, Inc.

3.71 Prohibition of Conflict of Interest

a. No officer, director, board, or commission member of the Synod or of an agency of the Synod 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.

3.73 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 national convention of the Synod.

3.75 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 national 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.

3.77 [Other] Officers

The Board of Directors of The Lutheran Church—Missouri Synod, Inc., subject to the approval of the President of the Synod, [may] appoint [vice-presidents not in line of succession,] assistant officers, and [other] staff required from time to time to carry out the business and legal affairs of the Synod.

C. OFFICERS OF THE SYNOD

1. The President

3.101 Powers and Duties

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 receive regular reports from the District Presidents.

c. The President shall report in person or through a Vice-President or other representative to all District conventions and to that end shall formulate the report that is to be made.

d. Through the regular meetings of the Council of Presidents and otherwise, the President shall provide for periodic consultations on doctrine and practice with the District Presidents individually or in small groups. He may provide for similar consultations with other District officers.

e. The President shall acquaint new District Presidents and synodical boards and commissions with their duties and responsibilities as synodical officers.

f. The President, in consultation with the appropriate board or commission, 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.

g. The President shall represent the Synod in official contacts with other church bodies.

h. The President shall ultimately be responsible for the day-to-day supervision of the synodical staff. Such supervision shall be in accordance with the Constitution, Bylaws, and resolutions of the Synod, and in accordance with the decisions of the boards and commissions under which the executives serve and of the Board of Directors of The Lutheran Church—Missouri Synod, Inc. Actions of the President regarding such decisions of boards or commissions are subject to appeal.

i. The President shall normally consult with the Vice-Presidents, as elected advisers, 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 make an official report to the Synod at each convention.

l. The President shall approve the manuscript of convention *Proceedings* before it is published by the Secretary.

m. 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.

3.103 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 of The Lutheran Church—Missouri Synod, Inc., 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.

3.105 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 of The Lutheran Church—Missouri Synod, Inc., shall be empowered to engage sufficient staff to carry out the duties of his office.

3.107 Inability to Serve

The duties and responsibilities of the office of President shall be assumed by the First Vice-President whenever the Board of Directors of The Lutheran Church—Missouri Synod, Inc., 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 that board determines that such illness or disability has been removed.

2. The Vice-Presidents

3.121 The First Vice-President

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.

3.123 Other Vice-Presidents

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.

3.125 Relation to President

The Vice-Presidents shall be elected advisers of the President. They may upon his request or as provided by the Synod assist him in discharging his responsibilities or represent him.

3.127 Succession to Presidency

The Vice-Presidents shall, in the order in which they have been ranked, assume the presidency if the office is vacated or perform the duties of the President if he becomes incapacitated.

3.129 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.

3. The Secretary

3.141 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 Lutheran Church—Missouri Synod, Inc.;

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. carry out responsibilities with reference to the Committee for Convention Nominations as determined in the Bylaws;

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

g. record the proceedings during the synodical conventions;

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

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

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

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

l. carry out responsibilities with reference to the nomination and election of the President and First Vice-President as detailed in the Bylaws (3.901 and 3.903);

m. supervise the maintenance of the official roster of member congregations, and ordained or commissioned ministers on the basis of information supplied by the District Presidents;

n. serve as editor of *The Lutheran Annual*;

o. keep a file of all governing instruments of Districts and entities of the Synod and of its Districts;

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

3.143 Vacancy

In the event of the death, resignation, or permanent incapacity of the Secretary, the Board of Directors of The Lutheran Church—Missouri Synod, Inc., shall appoint a successor for the unexpired term.

4. The [Vice-President—Finance—]Treasurer

3.161 Election

The [Vice-President—Finance—]Treasurer, who shall be a layperson, shall be nominated by the Board of Directors of The Lutheran Church—Missouri Synod, Inc., after consultation with the other boards on which he serves and shall be elected by the convention. Additional nominations may also be made from the floor of the convention. The term of office shall be for a period of three years, with no limitation of re-election to successive terms. He shall not be in line of succession to the presidency.

3.163 General Duties

The [Vice-President—Finance—]Treasurer as the Synod's chief financial officer shall be a full-time executive and shall administer his office in accordance with the rules and regulations adopted by the Synod and as directed by the Board of Directors of The Lutheran Church—Missouri Synod, Inc., and the other boards on which he serves as a member. He shall receive and disburse the Synod's moneys and keep accurate account of them under the instruction of the Board of Directors of The Lutheran Church—Missouri Synod, Inc. He shall be a nonvoting member of that board.

3.165 Specific Duties

The [Vice-President—Finance—]Treasurer as the Synod's chief financial officer shall

a. 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;

b. be the Trust Officer of the Synod, in which capacity he shall be a member of the boards of The Lutheran Church—Missouri Synod Foundation, the Lutheran Church Extension Fund—Missouri Synod, and the Worker Benefit Plans, and shall function under their respective policies as well as those of the Board of Directors of The Lutheran Church—Missouri Synod, Inc.

c. 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 [Vice-President—Finance—]Treasurer as soon as possible.

d. rent adequate safe-deposit boxes in the name of the Synod as may be approved by the Board of Directors of The Lutheran Church—Missouri Synod, Inc., for the safekeeping of bonds and other negotiable securities, with access to these boxes regulated by that board.

e. report regularly to the Synod through the official periodical and at every convention of the Synod on the performance of his office;

f. be authorized to borrow in the name of the Synod, provided the Board of Directors of The Lutheran Church—Missouri Synod, Inc., has first determined the amounts and conditions under which such moneys shall be borrowed.

3.167 Vacancy

In the event of the death, resignation, or permanent incapacity of the [Vice-President—Finance—]Treasurer, the Board of Directors of The Lutheran Church—Missouri Synod, Inc., shall appoint a successor for the unexpired term.

D. BOARDS OF DIRECTORS

3.181 Role

a. Each synodwide corporate or legal entity shall have a board of directors or comparable board (board of trustees, board of managers, or board of governors) which shall function as a servant of and to the congregations and the Synod in the assigned area of responsibility of the entity. These entities are

The Lutheran Church—Missouri Synod, Inc.
Concordia Publishing House
The Lutheran Church Extension Fund—Missouri Synod
Lutheran Church—Missouri Synod Foundation
Worker Benefit Plans
Concordia University System
Concordia Historical Institute

3.182 Officers of the Boards

Each board of directors shall elect its own chairman, vice-chairman, secretary, and such operating officers of the board as may be necessary. The election of the chief operating or executive officer shall have the approval of the President of the Synod, in accordance with Bylaw 3.69 e.

3.183 Functions of the Boards

a. Each board of directors shall have such powers and duties as have been accorded it by the Constitution and Bylaws of the Synod, have been established in its respective articles of incorporation and bylaws, or have been requested by resolutions of the delegate conventions of the Synod. Within such limitations, each shall operate within the applicable federal and state laws. Each is vested with the supervision of the business, financial, property, personnel, and legal affairs the Synod has assigned to that entity and each shall develop policies governing its operations. Each shall have an independent audit and shall provide for insurance and fidelity bonding using common policies with the other boards of directors whenever possible. Each shall assist the Synod's Mission and Ministry Council in developing, when agreed to be beneficial, common policies applicable to all corporate and legal entities and each shall operate under such policies.

b. Within the context of the Synod's mission and ministry plan, each board of directors shall establish and monitor long- and short-range plans and operating and capital budgets to carry out such plans. Each board of directors shall be accountable to the national convention of the Synod for the discharge of its duties in compliance with the mission and ministry plan, policies, and directives of the Synod, in consultation with the Synod's Mission and Ministry Countil to ensure coordination and implementation of said plan. Each shall also be accountable to the President of the Synod for doctrinal faithfulness.

3.185 Governing Instruments

The articles of incorporation and bylaws (or other appropriate governing instruments) of the synodical entities listed in this chapter III of the *Handbook* shall be in conformity with the Synod's Constitution, Bylaws, and applicable convention resolutions. Such conformity shall be assured through review of those instruments, and any changes therein, by the Board of Directors of The Lutheran Church—Missouri Synod, Inc., and Commission on Constitutional Matters. Negative decisions on the part of these two bodies shall be appealable to the convention, which shall also retain the right on its own initiative to require amendments to the governing instruments of these entities. Such governing instruments shall be filed with the Secretary of the Synod and shall be made available by the entities to every member of the Synod (congregation, ordained, or commissioned minister) upon request.

1. The Lutheran Church—Missouri Synod, Inc.

3.190 The Corporation

The Lutheran Church—Missouri Synod, Inc., shall be maintained as the corporate entity of The Lutheran Church—Missouri Synod out of which is conducted those programs, business, and legal affairs of the Synod not specifically delegated in the Bylaws to other officers or corporations. Unless otherwise stipulated in the Bylaws, all boards, commissions, councils, and departments not separately incorporated or operated under trust law shall be conducted within this corporation. This corporate entity shall be operated by a Board of Directors elected by a convention of the Synod. The board shall consist of 13 voting members serving a maximum of two six-year terms: four ordained ministers; one commissioned minister; and eight laypersons. No more than one of the ordained ministers or laypersons may be elected from any one District. The President and Secretary of the Synod by virtue of their office shall also serve as voting members of the board; the First Vice-President and the [Vice-President—Finance—]Treasurer of the Synod shall be nonvoting members of the board by virtue of their office. No person (other than one serving by virtue of his office) salaried by the Synod or by a District or other corporation organized by the Synod shall be an elective member of the board. The executive officer of the board shall serve in an advisory capacity, and those members of the Council of Administrators who are staff persons shall be available for consultation.

3.191 Functions of the Board

a. The Board of Directors of The Lutheran Church—Missouri Synod, Inc., shall be vested with the general management and supervision of the business, financial, property, personnel, and legal affairs of that portion of the Synod operated under the corporate entity known as The Lutheran Church—Missouri Synod, Inc. It shall also be authorized to take, on behalf of the Synod, any actions not expressly or by reasonable implication delegated to other officers, corporations, councils, boards, or commissions of the Synod. It shall have the right to call up for review, criticism, or suggestion any policy of boards or commissions of the Synod operated under this corporate entity.

b. The Board of Directors of The Lutheran Church—Missouri Synod, Inc., shall allocate available funds to the various boards, com-

missions, and departments operating under this corporation and shall hold them accountable for use of such funds.

c. The Board of Directors of The Lutheran Church—Missouri Synod, Inc., shall receive periodic reports on the operations of the various boards, commissions, and departments operating under this corporation.

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

The Board of Directors of The Lutheran Church—Missouri Synod, Inc., 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. It (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 entity engaged in furthering the objectives of the Synod powers and duties with respect to property for which such entity has direct supervisory responsibility. Such delegation of powers and duties shall be in writing and shall be subject to change by the Board of Directors of The Lutheran Church—Missouri Synod, Inc., as provided in the document(s) by which such delegation was made.

For the purposes of this section, 3.192,

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

b. "entity 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 entities has caused to be formed to further the Synod's objectives, and includes without limitation each board, commission, seminary, college, university, and District, and each synodwide corporate or legal entity, as defined in Bylaw 3.181; 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 Concordia Publishing House, Concordia Historical Institute, or the Lutheran Church Extension Fund—Missouri Synod, and provided further that property held by an entity in a fiduciary capacity (including, for the purposes of example, the pension, 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.

3.193 Capital-Fund Borrowing Authority

1. The Board of Directors of The Lutheran Church—Missouri Synod, Inc., shall be empowered to authorize the synodical [Vice-President—Finance—]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, site acquisition, and construction projects which are authorized by synodical conventions.

2. The Board of Directors of The Lutheran Church—Missouri Synod, Inc., 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.

2. Concordia Publishing House

3.290 The Corporation

a. Concordia Publishing House shall be maintained and controlled by the Synod as a corporate entity organized under the laws of the State of Missouri and shall be operated by a board of directors elected by the convention of the Synod: one ordained minister, one commissioned minister, and seven laypersons, four with business-management experience and three at large. The directors shall serve a maximum of two six-year terms. The President of the Synod or an officer designated by him from the clergy roster and the chairman of the Board for Parish Services or his designated representative will also serve as voting members.

b. The purpose of Concordia Publishing House is to proclaim the Gospel of our Lord Jesus Christ. Concordia Publishing House shall serve the Synod by publishing and distributing resources for all synodical entities unless this is deemed detrimental to the entity involved. This includes developing, producing, marketing, and distributing products for use by members of the Synod, other Christians, and the public in general, and by supplying publishing services for the entities of the Synod as required. Unless otherwise instructed by the Synod, the Board of Directors of Concordia Publishing House shall determine what is to be published by the corporation. Concordia Publishing House shall, however, consult with representatives of other boards when materials are produced in concert with them. All materials of a religious or theological nature shall be approved through the Synod's prescribed procedure for doctrinal review before publication.

c. Surplus funds, when not needed in the operation of the publishing house, as determined by the Concordia Publishing House Board of Directors, may be ordered paid to The Lutheran Church—Missouri Synod, Inc., by the Concordia Publishing House Board of Directors at any regular or special meeting.

3. Lutheran Church Extension Fund—Missouri Synod

3.390 Incorporation

a. The Lutheran Church Extension Fund—Missouri Synod, as established on June 15, 1978, as a 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.

As established by its bylaws, the Members of the Lutheran Church Extension Fund—Missouri Synod are divided into two classes, one consisting of the President of the Synod or his representative, the [Vice-President—Finance—]Treasurer of the Synod, and such additional Members appointed by the Board of Directors of The Lutheran Church—Missouri Synod, Inc., as shall equal one for each 10 Members of the other class, and the other class consisting of that number of individuals rep-

resenting participating Districts determined according to the following formula:

$$\frac{\text{Baptized Members}}{50{,}000} + \frac{\text{Investments}}{10{,}000{,}000} + \frac{\text{Investments} \times .015}{\text{Baptized Members}} + \frac{\text{Fund Balance} \times .010}{100{,}000} = \text{Number of Members per District}$$

Any fraction derived by application of the formula will be rounded to the nearest whole number.

b. Until such time that all Districts of the Synod conduct their 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 which are set forth in sections 3.397 and 3.398 of these Bylaws.

c. The Board of Directors for The Lutheran Church Extension Fund—Missouri Synod shall consist of such number of directors as are specified in the Bylaws of The Lutheran Church Extension Fund—Missouri Synod. However, at least two of the directors shall be ordained or commissioned ministers. The directors (except for the [Vice-President—Finance—]Treasurer of the Synod) shall be elected by the Members and shall have an understanding of the church-extension program and/or demonstrate an expertise in fields or areas closely related to church-extension activities, such as knowledge of real estate, management, and financial planning. The [Vice-President—Finance—]Treasurer of the Synod shall be one of the lay members of the board and treasurer of The Lutheran Church Extension Fund—Missouri Synod. The results of such elections shall be reported to 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 [four three-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.

3.393 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.

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* Subject to approval by annual meeting of LCEF members.

3.395 Governance

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.

3.397 Functions of Synodical Board for Church Extension

The board shall

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

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

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

3.398 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 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 District;

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;

f. provide architectural advice and site selection counsel, when requested, to congregations, synodical and District boards and commissions, and agencies of the Synod and District.

3.399 The District Church Extension Program

The District Church Extension boards or committees shall administer the Districts' church-extension programs in conformity with policies established by the Synod's Board for Church Extension and in accordance with District regulations.

4. The Lutheran Church—Missouri Synod Foundation

3.400 Incorporation

a. The Lutheran Church—Missouri Synod Foundation shall be maintained and controlled by the Synod as a corporate entity organized under the laws of the State of Missouri and shall be operated by a 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 shall be subject to approval by the Members of the Foundation.

3.401 Membership

The Members of the Foundation shall consist of two groups, one consisting of individuals appointed by the Board of Directors of The Lutheran Church—Missouri Synod, Inc., and the other consisting of that number of individuals representing Districts, colleges, universities, seminaries, high schools, agencies, or auxiliaries of The Lutheran Church—Missouri Synod as established by the Foundation bylaws. The Members shall appoint a Board of Trustees of the Foundation, which shall include the President of the Synod or his representative, the Secretary, and the [Vice-President—Finance—]Treasurer of the Synod (nonvoting), and at least 10 other trustees as provided in the bylaws of the Foundation, and the chairman of The Lutheran Church—Missouri Synod board, commission, committee, or council with responsibility for stewardship education and nurture.

3.403 Functions

a. The Foundation shall serve as the Trust Department of the Synod. It shall manage, conserve, and be responsible for all legacies, bequests, devises, endowments, foundations, annuity gifts, and all other trust funds of the Synod and its Districts, colleges, universities, seminaries, high schools, agencies, or auxiliaries of The Lutheran Church—Missouri Synod as established by the Foundation bylaws. It shall also provide such services to congregations, auxiliaries, other recognized service organizations, and others under policies approved by the Board of Trustees.

b. The Foundation shall

1. devise synodwide programs of deferred giving, including legacies, bequests, devises, endowments, foundations, and other trusts for the advancement, promotion, endowment, and maintenance of the Synod and its Districts, colleges, seminaries, and other agencies, and such other causes as may be designated by the Board of Trustees and the Board of Directors of The Lutheran Church—Missouri Synod, Inc.;

2. provide estate-planning services, materials, and training events in accordance with applicable policies established by the Board of Trustees to assist estate-planning counselors throughout the Synod in consummating gifts;

3. maintain a current catalog of North American and worldwide missions and social ministry, higher education, and other projects, on a prioritized basis, which could be funded by gifts from individuals, congregations, and auxiliaries, and develop prospectuses for use by counselors in making all calls;

4. provide materials and conduct training events to assist both volunteer and salaried counselors throughout the Synod.

c. The Foundation shall be responsible for providing consulting services to promote ministry enhancement, sustained giving, and capital improvements for the maintenance of the congregations, institutions, agencies, causes, and objectives of the Synod.

d. The [Vice-President—Finance—]Treasurer, as the trust officer of the Synod, shall serve as Chief Executive Officer of the Foundation. In this capacity he shall function under the bylaws and written policies of the Foundation as well as those of the Board of Directors of The

Lutheran Church—Missouri Synod, Inc., and be accountable to the same.

e. The Foundation shall distribute designated funds in accordance with the contractual instructions of the donor. The distribution of undesignated funds shall be determined by the Board of Trustees in consultation with the Board of Directors of The Lutheran Church—Missouri Synod, Inc.

f. The Foundation shall be audited annually by independent certified public accountants selected by the Board of Trustees. The audit report shall be made available upon request. The auditors shall also provide an annual letter commenting on the administrative and financial controls.

3.405 Other Foundations

Since the Foundation serves all the Synod, no new foundations shall be established by Districts, colleges, seminaries, universities, and agencies without prior approval of the Board of Directors of The Lutheran Church—Missouri Synod, Inc.

5. Worker Benefit Plans

3.501 Board of Managers

The Board of Managers—Worker Benefit Plans shall consist of 11 members, 10 of whom shall be appointed by the Board of Directors of The Lutheran Church—Missouri Synod, Inc.: 2 ordained ministers who are parish pastors, 1 commissioned minister who is a teacher, and 7 laypersons, at least 3 of whom should be experienced in the design of employee-benefit plans and the others in the management of benefit-plan investments. The [Vice-President—Finance—]Treasurer of the Synod shall be the 11th member.

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."

3.503 Functions

The Board of Managers shall

a. administer the assets and trust funds in the Concordia Retirement Plan, Concordia Health Plan, the Concordia Disability and Survivor Plan, and the Pension Plan for Pastors and Teachers in accordance with the Synod's policies governing the investment of trust funds;

b. have all general and incidental powers and duties appropriate for the performance of its functions, including the powers and duties set forth in the respective plans, as amended from time to time. It cannot create or amend any plan since such power is vested in the Board of Directors of The Lutheran Church—Missouri Synod, Inc.;

c. make investment decisions at it own discretion or select and utilize investment counsel other than the Board of Managers and select agents and actuaries;

d. design for the Board of Directors of The Lutheran Church—Missouri Synod, Inc., approval benefit plans which compare favorably with typical plans in the country while meeting unique needs of the full-time church workers in the Synod;

e. provide copies of all actuarial, audit, and investment-analysis

reports to the Board of Directors of The Lutheran Church—Missouri Synod, Inc., for information, advice, and counsel;

f. settle disputes which arise in the enrollment in the plans and the payment of claims and benefits.

3.505 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 Oct. 1, 1937, as heretofore or hereafter amended. 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—Pensions and Support.

3.507 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 of The Lutheran Church—Missouri Synod, Inc., pursuant to Res. 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 of The Lutheran Church—Missouri Synod, Inc. 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.

3.509 Concordia Health Plan

The "Concordia Health Plan for Ministers of Religion and Lay Workers of The Lutheran Church—Missouri Synod, Its Member Congregations, Controlled Organizations, and Affiliated Agencies" is the health plan adopted by the Board of Directors of The Lutheran Church—Missouri Synod, Inc., pursuant to Res. 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 of The Lutheran Church—Missouri Synod, Inc. 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 Health Plan.

3.511 Concordia Disability and Survivor Plan

The "Concordia Survivor Plan for Ministers of Religion and Lay Workers of The Lutheran Church—Missouri Synod, Its Member Congregations, Controlled Organizations, and Affiliated Agencies" is the plan adopted by the Board of Directors of The Lutheran Church—Missouri Synod, Inc., in accord with directives adopted at a prior convention of the Synod (Res. 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 Disability and Survivor Plan.

3.513 Support Program

The Support Program of the Synod is a program of financial assistance to those eligible ordained ministers, commissioned ministers, 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. Eligibility standards shall be determined by the Board of Managers.

3.515 Official Lists

The lists of ordained and commissioned ministers appearing in the current records of the synodical Department of Human Resources shall be the official lists for the purpose of the Board of Managers.

6. Concordia University System/ Board for Higher Education

3.600 Membership

a. The Board for Higher Education shall consist of 13 members: the President of The Lutheran Church—Missouri Synod, Inc., or his representative; the [Vice-President—Finance—]Treasurer; three ordained ministers of religion who are parish pastors and who are elected by the Synod in convention; two commissioned ministers of religion who are elected by the Synod in convention; and six laypersons with financial or academic expertise elected by the Members of the corporation. No more than one elected director can be from the same District of The Lutheran Church—Missouri Synod. The Board for Higher Education shall also serve as the Board of Directors of the Concordia University System.

b. Concordia University System, as a 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 Board for Higher Education within the Synod. Any amendments to the articles of incorporation shall be subject to approval by the Members. The Members of Concordia University System shall consist of two groups, one group consisting of individuals appointed by the Board of Directors of The Lutheran Church—Missouri Synod, Inc., and the Council of Presidents, and the other group consisting of individuals representing the colleges and universities as established by the corporation's bylaws.

3.601 Functions

The board shall have the overall responsibility to provide for the education of ordained and commissioned ministers and other professional church workers for the Synod by supervising and coordinating the activities of the Synod's colleges, universities, and seminaries as a unified synodical system through their respective Boards of Regents. To that end and in keeping with the objectives and the Constitution, Bylaws, and resolutions of the Synod, the board shall

a. develop detailed coordinating policies and procedures for implementing structural arrangements and individual college, university, and seminary roles established by the Synod and be responsible for their implementation;

b. coordinate institutional planning and prepare and execute systemwide plans for adoption by the Synod for meeting constituency needs and interests;

c. review and approve programs, both church work and nonchurch work, both undergraduate and graduate, in the interest of the institutions and the constituency;

d. review and approve institutional budgets as related to system needs and plans, and recommend a systemwide budget;

e. establish policy guidelines involving distribution of synodical sub-

sidy and efforts for securing additional financial support from other sources;

f. through use of standardized forms secure data from the colleges, universities, and seminaries; gather, interpret, and forward to the institutions national and systemwide information including current trends in education and government programs and regulations;

g. determine and administer detailed policies for the administration of synodical student financial aid funds for the system and recommend individual institutional allocation;

h. provide details for the application of policies regarding personnel selection, establish criteria for positions, approve positions for individual institutions, and grant prior approval for initial appointments of faculty and professional staff;

i. approve capital projects in terms of constituency priorities and system and institutional needs in accordance with campus property-management agreements;

j. assist congregations and Districts in student recruitment for both professional church work and lay higher education and in the development of student-aid programs;

k. establish criteria for determining institutional viability, fiscal and otherwise, and recommend appropriate action, including corrective procedures, closure, relocation, or merger of institutions;

l. have authority, after receiving the consent of two of the three following bodies: the Board of Directors of The Lutheran Church—Missouri Synod, Inc., by its two-thirds vote, the Council of Presidents by its two-thirds vote, or the Board of Regents by its two-thirds vote, to expand, consolidate, relocate, change to a junior-college level, or separate a college from the Synod. In the case of closure, the Board for Higher Education shall have the authority to act with the consent of the Board of Directors and the Council of Presidents;

m. visit colleges and seminaries on a periodic basis to assist in identifying strengths and weaknesses of the institutions on the basis of agreed-upon standards and provide support for their growth in excellence;

n. serve as resource for the development of lists of potential teaching and administrative personnel.

3.603 Standing Committees

The board shall be assisted by standing committees dealing with the following areas:

- Colloquy for the Pastoral Ministry
- Colloquy for the Teaching Ministry
- Colloquy for Deaconess Ministry
- Pastoral Ministry

3.605 Board of Regents, Presidents, Faculties

Each college, university, and seminary, with its president and faculty, shall be governed by a Board of Regents as detailed elsewhere in these Bylaws.

3.607 Advisory Council

Presidents and acting presidents of the Synod's educational institutions shall comprise an advisory council which shall meet at the call of the Board for Higher Education and report the results of its studies to the board for consideration in making its decisions.

7. Concordia Historical Institute

3.700 Membership

Membership in the Concordia Historical Institute is defined in the articles of incorporation and bylaws of the institute.

3.701 Board of Governors

The Board of Governors of the institute shall consist of 11 persons: the Secretary of the Synod, five members appointed by the President of the Synod—at least two of whom shall be ordained ministers—and five members who shall be elected by the membership of the institute. They shall serve a maximum of two six-year terms.

3.703 Functions

a. Concordia Historical Institute, a corporation, shall be the official Department of Archives and History of the Synod.

b. It shall promote interest in the history of Lutheranism in America, particularly of The Lutheran Church—Missouri Synod, serve as an advisory and correlating agency for historical interests within the Synod, collect and preserve articles of historical value, stimulate historical research, and publish its results. It may, at its discretion, serve as the official depository for such other groups as designate the institute as their depository.

c. It shall provide guidelines for the establishment of an archive-historical unit by each District, seminary, synodical college, university, and other agencies.

3.705 Transfer of Records

a. The President, Vice-Presidents, Secretary, and [Vice-President—Finance—]Treasurer; the Board of Directors of The Lutheran Church—Missouri Synod, Inc., and its officers and staff; the Council of Presidents; and all other synodical boards, commissions, committees, and other synodical entities 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, universities, 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) shall transfer all of their records, such as registers of official acts, minutes, and other historical materials, to the institute.

E. OTHER OPERATING BOARDS

1. Board for Evangelism Services

3.801 Membership

The Board for Evangelism Services shall consist of nine members who shall be elected by the national convention of the Synod: three ordained ministers who are parish pastors, two commissioned ministers who are teachers, four laypersons.

3.803 Functions

The Board for Evangelism Services, through its staff and in cooperation with District boards, shall support and serve the congregations of the Synod in their ministries of witness and evangelism.

The board shall

a. assist congregations in every possible manner as they seek to enable individuals to be witnesses for the Lord Jesus Christ, 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 of evangelism and in life situations;

b. cooperate with the Districts in developing objectives, goals, and specific strategies for evangelism and in providing leadership, training workshops, and conferences;

c. cooperate in the production and distribution of evangelism materials.

2. Board for Higher Education

(See Concordia University System, Bylaw 3.600.)

3. Board for Mission Services

3.805 Membership

The Board for Mission Services shall consist of nine members who shall be elected by the national convention of the Synod: four ordained ministers, one commissioned minister, four laypersons.

3.807 Seminary Representation

The Board of Regents of each seminary shall be entitled to designate a representative on the Board for Mission Services to serve as an advisory member.

3.809 Functions

The board shall

a. formulate, recommend, review, and supervise the mission policies of the Synod, recommend and monitor budgets, review organizational effectiveness, and provide for an aggressive and united mission effort for the Synod;

b. call, appoint, assign, withdraw, and release missionaries (ordained and commissioned ministers) and other workers for the ministries and areas within its direct responsibility, always safeguarding the rights of the partner churches and workers involved;

c. serve as the only sending agency through which workers and funds are sent to the mission areas of the Synod, even though programs are supported by Districts or other entities;

d. 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 the terminal schools of the Synod;

e. counsel with the mission boards of the Districts and partner churches with reference to their total mission program and supervise the planning and implementation of programs which will best utilize the Synod's resources of people and possessions;

f. have a special concern for the mission and ministry among minorities, among sensory impaired, and on campuses;

g. provide a ministry for all the Synod's military personnel, dependents of military personnel overseas, civilians and their dependents overseas, and patients of veterans hospitals;

h. function as a recruitment, liaison, and endorsement agency with the various governmental units involved in the Armed Forces and Veterans Administration and between these units and the Synod's chaplains and directors of religious education;

i. maintain liaison and cooperation with assigned auxiliary and other recognized service organizations.

4. Board for Parish Services

3.811 Membership

The Board for Parish Services shall consist of nine members who shall be elected by the national convention of the Synod: three ordained ministers who are parish pastors, three commissioned ministers who are teachers, and three laypersons.

3.813 Functions

The Board for Parish Services, through its staff and in cooperation with District boards, shall support and serve the congregations of the Synod, in their ministries of nurture, service, discipleship, and fellowship.

The board shall

a. assist congregations in arranging and carrying out a comprehensive and effective program of Christian education, especially counseling that the most effective education agencies available to the church for equipping children and youth for ministry are the full-time Lutheran

elementary and secondary schools, so that the Gospel of Jesus Christ may become ever more effective in the life of the individual Christian and of the congregation;

b. assist congregations in stimulating members, individually and corporately, to service others in community and world, so that the meaning of the Gospel of Jesus Christ may be demonstrated in life and vocation and so that members may manifest the love of Christ without seeking return;

c. assist congregations in helping their members grow in discipleship so that the Gospel of Jesus Christ empowers people to manage time, talent, and treasure for the fulfillment of God's purpose in their lives;

d. assist congregations in becoming communities where fellow believers care for one another and share with one another those gifts which God has placed in their midst for the common good;

e. coordinate the ministry to and among the mentally retarded and assist in developing materials for their education;

f. maintain liaison and cooperation with assigned auxiliary and other recognized service organizations;

g. provide for a recognition process with respect to Lutheran elementary and secondary schools.

5. Board for Youth Services

3.815 Membership

The Board for Youth Services shall consist of nine members who shall be elected by the national convention of the Synod: one ordained minister who is a parish pastor, one commissioned minister who is a parish teacher, two laypersons, one representative of one of the synodical schools, and four youth of the Synod, who shall not be younger than 15 years of age nor older than 18 years of age at the time of their election.

3.817 Functions

The Board for Youth Services, through its staff and in cooperation with District boards, shall support and serve the congregations of the Synod in their ministries to the youth of the church.

The board shall

a. assist congregations in every possible manner as they seek to develop and maintain a ministry among the youth that they may grow in sound theology and Christian living;

b. cooperate in the preparation of materials and training programs for the ministry to youth inside and outside the church;

c. initiate and direct research activities necessary to develop, improve, and promote the youth ministry;

d. provide guidance to the Districts and Lutheran Youth Fellowship organization in arranging training conferences, youth convocations, and other developing forms of ministry for the youth of the Synod.

6. Board for Communication Services

3.820 Membership

The Board for Communication Services shall consist of seven members who shall be appointed by the Board of Directors of The Lutheran Church—Missouri Synod, Inc.: three ordained ministers, at least one of whom shall be a parish pastor, one commissioned minister, three lay-

persons. Faculty members of colleges and seminaries shall be eligible for appointment. Membership shall include representatives of both print and broadcast media.

3.821 Functions

To interpret, subject to the approval of the applicable officers and boards, the Synod's purpose and program to its members and to promote an increased understanding on the part of the church's publics of the mission of the church, the Board for Communication Services shall

a. organize the communications activities of the church at general synodical, District, and Circuit levels into a coordinated functioning unit;

b. authorize and supervise the production of the necessary print and broadcast materials for the church and its publics;

c. have responsibility for the official periodicals of the Synod;

d. recommend communication policies to guide staff;

e. assist the appropriate officers of the Synod in their communication responsibilities;

f. maintain liaison and cooperation with recognized service organizations and other appropriate entities;

g. serve as a resource to the various boards, commissions, congregations, and other entities of the Synod by providing creative ideas and information along with programs, production facilities, and other assistance for print and electronic media;

h. encourage and assist the Synod's high school, colleges, universities, and seminaries in providing educational opportunities in print and electronic media.

7. Board for Human Care Ministries

3.823 Membership

The Board for Human Care Ministries shall consist of seven members who shall be appointed by the Board of Directors of The Lutheran Church—Missouri Synod, Inc.: three ordained ministers, at least one of whom shall be a parish pastor, one commissioned minister, three laypersons.

3.825 Functions

The board shall

a. assist Districts in their institutional chaplaincy, pastoral counselor, and social ministry programs, and participate in social education and endeavors to remove or alleviate human suffering;

b. subject to the provisions of chapter XIV of these Bylaws, grant Recognized Service Organization 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;

c. provide assistance to congregations and through them to their members and others in dire emergencies and disaster situations through the Inter-Lutheran Disaster Response Program, a cooperative endeavor of the LCMS and ELCA as well as with its own World Relief domestic grant funds;

d. provide advisory services to the program boards in order that their materials and programs will cultivate congregation members in their concern for human care;

e. provide materials and programs that will assist congregations

and their members in responding to human needs and providing for human care;

f. maintain liaison and cooperation with the appropriate units of other church bodies, with approved inter-Lutheran agencies, and with recognized service organizations and domestic projects endorsed by Districts;

g. sponsor and participate in World Relief activities for the alleviation of human suffering through cooperation with Lutheran World Relief, Lutheran Immigration and Refugee Services, the Board for Mission Services, and domestic projects endorsed by Districts;

h. promote the health and healing ministry of the Gospel throughout the Synod;

i. serve as a channel for the love and compassion of the church for helping the homeless, the persecuted, the sick, and the needy as a witness to our faith in Jesus Christ.

F. COMMISSIONS

1. Commission on Black Ministry

3.900 Membership

Membership of the Commission on Black Ministry shall consist of nine members, with an equal distribution of ordained ministers and laypersons plus one commissioned minister. Candidates may be proposed by any member of the Synod (congregation, ordained or commissioned minister). The members of the commission shall be appointed by the President of the Synod, in consultation with the executive secretary of the Board for Mission Services, from a list of at least three candidates for each vacant seat on the commission which the representatives of the black Lutheran congregations, meeting in convocation, will have reviewed, evaluated, and approved. Vacancies on the commission shall be filled by appointment by the synodical President from remaining nominees on the same slate of candidates.

3.901 Functions

The commission shall

a. plan, coordinate, and expand black ministry in the Synod in cooperation with the convocation of black Lutheran congregations, the appropriate board chairman, and the President of the Synod;

b. represent the concerns of black ministry before the boards, commissions, committees, and judicatories of the Synod.

2. Commission on Constitutional Matters

3.903 Membership

a. The Commission on Constitutional Matters shall consist of five voting members, four of whom shall be appointed (whose terms shall be for six years renewable once). Two of the appointed members shall be ordained ministers and two shall be lawyers.

1. Candidates shall be nominated only by the District boards of directors acting singly and shall be presented to the Council of Presidents through the office of the Secretary.

2. The Council of Presidents shall elect five candidates for each

vacant position and present them through the office of the Secretary of the Synod to the President of the Synod.

3. The President of the Synod, in consultation with the Vice-Presidents of the Synod, shall appoint the members of the commission from the list presented by the Council of Presidents.

4. Appointments to the commission become effective upon ratification by the Council of Presidents through a majority vote.

b. The Secretary of the Synod shall serve as the fifth member of the commission and its secretary.

c. Vacancies in appointed positions shall be filled by following the procedure set forth above.

3.905 Functions

The commission shall

a. examine all reports and overtures to the Synod asking for amendments to the Constitution and Bylaws of the Synod or which in any manner affect the Constitution and Bylaws, to determine their agreement in content and language with the Constitution and Bylaws of the Synod;

b. be represented at the meetings of the floor committees considering constitutional matters at the convention of the Synod;

c. revise the synodical *Handbook* immediately after each convention of the Synod to bring it into harmony with the resolutions or changes adopted by the convention;

d. interpret the Synod's Constitution, Bylaws, and resolutions upon the written request of a member (congregation, ordained or commissioned minister), official, board, commission, or entity of the Synod. Such a request may be accompanied by a request for an appearance before the commission. An opinion rendered by the commission shall be binding on the question decided unless and until it is overruled by a synodical convention;

e. maintain a complete file of succeeding *Handbooks* so that a comparison can be made between current regulations and those immediately preceding;

f. maintain a file of the articles of incorporation and bylaws and regulations of all synodical entities; examine in advance the articles of incorporation and the bylaws or regulations of every synodical entity and all proposed amendments of such documents to ascertain whether they are in harmony with the Constitution, Bylaws, and resolutions of the Synod. A synodical entity shall make such amendments to or changes in these documents as may be necessary to conform.

3. Commission on Doctrinal Review

3.907 Membership

The Commission on Doctrinal Review shall consist of five members appointed by the President of the Synod from the total number of doctrinal reviewers.

3.911 Functions

The commission shall carry out the functions set forth in chapter XI of these Bylaws on doctrinal review.

4. Commission on Ministerial Growth and Support

3.913 Membership

The Commission on Ministerial Growth and Support shall consist of nine members, who shall be appointed by the President of the Synod: three ordained ministers, two commissioned ministers, one layperson, one college representative, and one representative from each of the two seminaries. At least two of the above shall be parish pastors, one of the above a District President or executive, and one of the above shall have professional expertise in clinical psychology and/or pastoral counseling. The executive director of the Board for Higher Education (or his designee), the executive director of the Board for Parish Services (or his designee), the President of the Synod (or his designee), the director of Human Resources of the Synod, and Director of Ministerial Health/ Health and Healing Ministries shall be advisory members.

3.915 Functions

The commission shall assist the mission and ministry of the Synod and its congregations by

a. providing opportunities and settings for all professional church workers to continue growing in Christ and in the knowledge, attitudes, skills, and personal well-being they need to serve Him in His church;

b. helping professional workers develop personal and professional growth plans on a continuing basis for more satisfying and effective ministry;

c. building a local and regional support system through the Districts for the care and growth of professional workers;

d. assisting congregations and professional workers to assess needs in the area of professional care and growth and enlist the aid of appropriate synodical institutions, boards, and agencies in meeting those needs;

e. communicating to the Synod ministerial-growth expectations to achieve more effective ministry, based on a synodical definition in measurable terms of effective ministry for pastors and other professional workers;

f. communicating to the church-at-large the need for ministerial growth for church workers; encouraging congregational, District, and synodical support in terms of time, money, and resources; and attempting to motivate professional workers to improve their knowledge, skills, attitudes, and personal well-being through professional development programs;

g. developing and supervising a system of granting Continuing Education Units (CEUs) and encouraging the Synod through its Districts to monitor the credits of individuals and record such credits as reported by the individual worker for inclusion in the personnel file;

h. developing a system for reporting and evaluation of ministerial-growth programs in the Synod;

i. assisting Districts in building an ongoing structure for ministerial growth, providing them with resources and support services, and helping them establish liaisons with centers of education as well as with the commission;

j. developing programs of ministerial growth through the Districts;

k. encouraging the development of continuing-education models in

Districts and other appropriate entities that have potential for synod-wide use;

l. seeking out, identifying, coordinating, and publicizing the current programs of ministerial growth offered by the schools, Districts, boards, and agencies supported or sponsored by the Synod;

m. assisting colleges, universities, seminaries, boards, and agencies by supporting effective existing programs and in their planning of new ministerial-growth programs;

n. developing and sponsoring ministerial-growth programs of general value to the Synod, using the resources of the Synod, including Concordia Publishing House;

o. seeking grants and approving grant requests for funding from sources outside the synodical budget, including the Continuing Education Endowment Fund, and authorizing budget development from synodical resources;

p. encouraging Districts in their responsibility to provide Christian therapeutic and remedial care for professional church workers and their families.

5. Commission on Organizations

3.917 Membership

A Commission on Organizations consisting of five members—one ordained minister, one commissioned minister, two laypersons, and one seminary professor—shall be appointed by the President of the Synod.

3.919 Functions

The commission shall

a. provide information and counsel concerning organizations, philosophies, and world-views, about which pastors and congregations may make inquiry relative to objectives, tenets, programs, practices, or ceremonies;

b. seek to explain the Synod's concerns to organizations that are involved in religion and have unchristian or anti-Christian features, with the goal of persuading them to abandon such features;

c. prepare and disseminate periodic reports concerning new organizations, philosophies, and world-views, changes within existing entities, and developments relative to the world religious scene in general;

d. serve as the resource center for the Synod with reference to information on religious entities and world-views, publish study materials, and assist pastors and congregations in providing counsel;

e. assist the pastors and congregations of the Synod in carrying out the policy of the Synod regarding fraternal organizations as set forth elsewhere in the Bylaws.

6. Commission on Theology and Church Relations

3.921 Membership

The Commission on Theology and Church Relations shall consist of 16 voting and 4 advisory members, to be selected as follows:

1. The synodical convention shall elect two ordained ministers who are parish pastors, one commissioned minister who is a parish teacher, and two laypersons.

2. The Council of Presidents shall elect by ballot two ordained ministers (one of whom shall be a District President) and two laypersons.

3. The St. Louis and Fort Wayne theological faculties shall each appoint or elect two members of its faculty.

4. The President of the Synod, in consultation with the Vice-Presidents, shall appoint two additional members.

5. The President shall appoint a member from the faculties of the synodical colleges.

6. The President and the First Vice-President of the Synod shall be advisory members.

7. The Presidents of the St. Louis and Fort Wayne seminaries shall be advisory members.

3.923 Vacancies

Vacancies that occur in the positions that were filled by appointment shall be filled by the same appointing body. In the case of vacancies that occur in positions that were filled by election of a national synodical convention, the appointing body shall be the Board of Directors of The Lutheran Church—Missouri Synod, Inc., and it shall follow the nominating procedures as outlined in Bylaw 3.63 a and b.

3.925 Functions

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

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

2. in dealing with other church bodies;

3. in initiating and pursuing fellowship discussions with other church bodies.

b. The commission shall provide guidance to the Synod in matters of theology and church relations, specifically

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

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

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

4. 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;

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

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

7. Commission on Worship

3. 927 Personnel and Appointment

a. A Commission on Worship shall be appointed by the President of the Synod after consultation with the Vice-Presidents. It shall be composed of seven members and include ordained and commissioned ministers, and laypersons. The Board for Parish Services shall appoint one of its members to serve as liaison.

b. The commission may solicit the assistance of other persons who

are well qualified to render valuable and necessary service to the church through the commission. Such persons shall serve as advisory members.

3.928 Functions and Duties

The commission shall

a. make literature available to members of the Synod, to develop and deepen an understanding and love for the Lutheran heritage in Christian worship and for the various media of expression needed for our worship;

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

c. recommend worship materials to the church and advise and warn against the use of worship materials which are unworthy of use in the Christian 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 principles and practices in liturgics, hymnology, church music, and church art which best express the true spirit of worship of the Lutheran Church.

3.929 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.

b. Revisions in such books shall be made only by a convention of the Synod after requesting the Commission on Worship for an evaluation and recommendations.

G. COUNCILS

3.930 Council of Presidents

The President and Vice-Presidents of the Synod in line of succession 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 serve as the Board of Assignments for the first calls to candidates for the offices of ordained and commissioned ministers and to handle or assist with placement of other professional church workers;

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

3.931 Council of Administrators

a. *Membership:* The Council of Administrators shall consist of the following synodical officers and executive officers of the administrative and operating boards:

1. The elected, full-time officers of the Synod with the President of the Synod, or in his absence his designee, serving as chairman of the council.

2. The executive officer of the synodical Board of Directors and the executive officer of each of the nine operating boards represented on the Mission and Ministry Council.

3. The unit executives of other boards, commissions, and departments, other than a board of regents, as advisory nonvoting members.

4. Other advisory nonvoting members appointed by the President of the Synod.

b. *Functions.* The Council of Administrators shall

1. be a forum, meeting on a regular basis to coordinate the administration of the Synod at the national level;

2. engage annually in planning designed to identify and outline elements necessary for the efficient achievement of the strategic mission and ministry plan approved by the Mission and Ministry Council;

3. receive periodic reports on activities and general plans of all units represented on the Council of Administrators for purposes of information and integration of plans and actions;

4. as appropriate, initiate proposals for policies jointly affecting the various units and staff represented in the Council of Administrators and review such policies adopted by the Mission and Ministry Council or Human Resources Committee;

5. in cooperation with the executive officers of the respective boards of directors annually review the long-range plans, work programs, and budgets of the respective boards, commissions, and operating departments of the Synod and submit to the Mission and Ministry Council and the respective boards of directors recommendations thereon in line with projected income and in keeping with the concept of balanced budgets;

6. approve the allocation of undesignated grant funds received from fraternal insurance groups or other sources.

3.933 Council on Stewardship

a. There shall be a Council on Stewardship, which shall assist the Board of Directors of The Lutheran Church—Missouri Synod, Inc., and the Department of Stewardship in developing and approving programs, materials, and activities required in fulfilling their responsibilities as outlined in chapter IX of these Bylaws.

b. *Membership.* The Council on Stewardship shall consist of one District President selected by the Council of Presidents, one District stewardship executive, two ordained ministers who are parish pastors, and two laypersons, all of whom are knowledgeable in stewardship, selected by the Board of Directors of The Lutheran Church—Missouri Synod, Inc., from a slate of candidates proposed by the President after consultation with the District Presidents. The unit executive of the Department of Stewardship shall serve in an advisory capacity.

c. *Functions.* The Council on Stewardship shall

1. review, evaluate, and recommend policies and general plans for the stewardship education and nurture activities of the Synod;

2. study the needs of the Synod in order to assist in determining what stewardship programs are required;

3. review stewardship materials that have been developed by the department, Districts, or others and which will be recommended, distributed, or utilized by the department in its various activities;

4. review new programs of deferred and special giving and make recommendations for their utilization and approval by appropriate boards;

5. review proposals for special appeals and make recommendations to the Board of Directors of The Lutheran Church—Missouri Synod, Inc.;

6. initiate proposals for programs, materials, and structure of the Department of Stewardship.

3.935 Council on Human Resources

a. There shall be a Council on Human Resources, which shall assist the Board of Directors of The Lutheran Church—Missouri Synod, Inc., the boards of other corporate entities, and the Human Resources Department in developing and approving programs, materials, and activities required in fulfilling their responsibilities.

b. *Functions.* The Council on Human Resources shall

1. review, evaluate, and recommend to the President, the Board of Directors of The Lutheran Church—Missouri Synod, Inc., and other appropriate groups, policies and general plans for the general concern of the Synod and its workers;

2. study the personnel administrative policies and practices of the Synod in order to assist in determining what policies and practices are needed;

3. review personnel administration policies and practices that have been developed by the Department of Human Resources, Districts, colleges, universities, and seminaries, or others, and that will be used by the Synod in its various activities;

4. assist in the adoption and implementation of personnel administrative policies and practices that have been developed and deemed appropriate for the Synod and its entities;

5. monitor all personnel administrative policies and practices in order to eliminate liability and exposure on the part of the Synod and its entities;

6. assist in the maintenance of talent pools throughout the Synod of individuals who might be available for service on boards, committees, or staff;

7. initiate proposals for programs, materials, and structure for the Department of Human Resources;

8. assist in facilitating programs for the professional growth of church workers throughout the Synod.

c. *Membership.* The Council on Human Resources shall consist of the following: the director of Human Resources of the Synod, the executive officer of Worker Benefit Plans, the director of Ministerial Health/Health and Healing Ministries, the director of Human Resources of Concordia Publishing House, three District business managers (or persons responsible for the personnel function) selected by the District treasurers and business managers, and two college or university/seminary business managers (or persons responsible for the personnel function) selected by the college/university/seminary business managers.

d. *Staff.* The Department of Human Resources shall provide staff services to the Council on Human Resources.

3.940 Council on Mission and Ministry

a. There shall be a Council on Mission and Ministry chaired by the President of the Synod which shall meet semiannually, comprised of 30 voting and 17 nonvoting members. A meeting between the Council on

Mission and Ministry and the Council of Presidents is encouraged at least triennially.

b. *Membership.* Membership of the council shall be determined as follows:

1. The Board of Directors of The Lutheran Church—Missouri Synod, Inc. (13 members elected at-large, namely, four ordained ministers, one commissioned minister, eight laypersons, and the four officers of the Synod, namely, the President, the First Vice-President, the Secretary, and the [Vice-President—Finance—] Treasurer)

2. The chairman, or a board member designated by him, of the nine operating boards (Missions, Higher Education, Conference of Congregational Services, Human Care Ministries, Concordia Publishing House, Lutheran Church Extension Fund, LCMS Foundation, Worker Benefit Plans, Communications)

3. Two additional members selected by the Conference of Congregational Services, one a pastor and one a layperson

4. Two District Presidents to be elected by the Council of Presidents

5. The executive officer of the synodical Board of Directors, and the executive officer of each of the nine operating boards, the Commission on Theology and Church Relations, Concordia Historical Institute, and the Commission on Black Ministry as advisory members

6. Vice-Presidents of the Synod two through five as advisory members

c. *Functions.* The Council on Mission and Ministry shall

1. report to the convention a long-range, synodwide strategic mission and ministry plan, as well as its implications for the next triennium;

2. provide a forum for the integration of the plans of the respective operating boards (Missions, Higher Education, Conference of Congregational Services, Human Care Ministries, Concordia Publishing House, Lutheran Church Extension Fund, The Lutheran Church—Missouri Synod Foundation, Worker Benefit Plans, Communications) and commissions;

3. support the operating boards in the implementation of convention and/or council-approved plans;

4. at the request of the operating boards, approve necessary changes to the plans between conventions;

5. report to the convention performance with respect to the mission and ministry plans adopted at the prior convention;

6. provide input to the synodical Board of Directors as it appoints certain boards and staffs;

7. recommend auditors and general legal counsel for use by all synodwide corporate and trust entities;

8. recommend to the synodical Board of Directors the allocation of undesignated receipts to appropriate entities who shall be responsible for their respective budgets;

9. provide policies to assure protection of assets and personnel by all corporations and other entities;

10. provide for resolution of disagreements between synodical operating boards or commissions or between such entities and the synodical officers;

11. act in those situations between conventions where others are not authorized to act.

H. STAFF

3.950 Tenure and Termination

Unless otherwise specified by the board of directors of the respective corporate entity, all employees shall serve at the pleasure of the appointing authorities. Members of the Synod who are appointed to positions requiring an ordained minister or a commissioned minister shall receive a solemn call. Other ordained or commissioned ministers appointed to positions in the Synod shall be affirmed by the respective board or commission through a solemn call. All positions requiring called ministers shall be filled in consultation with the President of the Synod subject to all appropriate provisions of the Constitution and Bylaws as well as the respective board of directors' policy manual.

3.951 Common Functions

Staff, in accord with relationships referred to in chapter I of these Bylaws, especially section 1.07 e, through the respective executive officer shall

a. implement decisions of its respective board or commission in accordance with its policies and those of its board of directors;

b. prepare, for the chairman's approval, meeting dockets and mail them in advance of the meetings;

c. prepare program and policy recommendations for action by the board or commission;

d. maintain procedures manuals to implement board policies and programs;

e. make day-to-day operating decisions in the administration of adopted programs in accordance with approved policies;

f. provide for reports to the board or commission and President of the Synod on staff activities and implementation of assignments;

g. solicit information and counsel from Districts, colleges, universities, and seminaries, as appropriate, to learn their needs and expectations;

h. design, in cooperation with Districts, for board approval program resources for Districts and congregations and survey Districts and congregations regarding the use of program resources;

i. provide counsel and advice to Districts and at their request to congregations in program areas;

j. coordinate work with assigned auxiliaries and other recognized service organizations;

k. draft annually for board or commission approval long- and short-range plans and budget requests for programs, and evaluate program budget performance against agreed-upon evaluation criteria;

l. propose staffing levels and review staff performance;

m. normally represent the board or commission in contacts within and outside the Synod.

I. NOMINATIONS AND ELECTIONS

1. Nomination and Election of President and First Vice-President

3.960 Nomination

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 ordained ministers as candidates for President and two ordained ministers 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 four months prior to the opening date of the convention.

d. The Secretary of the Synod, with the approval of the Board of Directors of The Lutheran Church—Missouri Synod, Inc., 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.

3.961 Candidates

a. Candidates for the office of President and First Vice-President shall be in each instance the five ordained ministers 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 delegate 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 Bylaw 3.961 e.

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

3.963 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.

3.965 Election of First-Vice President

After the results of the presidential election have been announced, the convention shall take action as outlined in Bylaws 3.961 f and g on the slate of candidates for the First Vice-President and shall then elect the First Vice-President according to the procedures outlined for the election of President.

2. Nomination and Election of Other Vice-Presidents

3.970 Nominations

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.

3.973 Candidates

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.

3.975 Balloting and Election

a. If any person or persons receive as many nominations as equal or exceed 75 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.

b. 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.

3.977 Ranking

The rank of 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.

3. Nomination and Election of Other Offices, Operating Boards, and Commissions

3.980 Committee for Convention Nominations

a. Seventeen of the Districts shall elect through their regular election procedures at the District convention one member to the Committee for Convention Nominations, plus an alternate. For the next convention, the other 18 Districts shall elect in the same manner. Half of the electing Districts shall be designated by the Secretary of the Synod to elect a professional church worker and the other half a layperson, with roles reversed every six years.

b. The following demographic cycle shall be adopted:

I	II
Atlantic	Eastern
California-Nevada-Hawaii	English
Central Illinois	Iowa East
Florida-Georgia	Kansas
Indiana	Michigan
Iowa West	Mid-South
Minnesota South	Minnesota North
Missouri	Montana
Nebraska	New England
North Wisconsin	New Jersey
Northern Illinois	North Dakota
Northwest	Ohio
Oklahoma	Rocky Mountain
SELC	South Wisconsin
South Dakota	Southeastern
Southern	Pacific Southwest
Wyoming	Southern Illinois
	Texas

c. The Committee for Convention Nominations shall take office on or about Sept. 1, following the District conventions.

d. The Secretary of the Synod shall begin to solicit names of potential nominees from officers, boards, commissions, and agencies of the Synod and its Districts at least 24 months prior to the convention.

e. The Secretary of the Synod shall handle the preliminary work and, on behalf of the committee, shall issue the first call for nominations from the Synod at large 18 months before the synodical convention.

f. The committee shall elect its own chairman, vice-chairman, and secretary and shall organize its work in whatever way it deems necessary.

g. The Committee for Convention Nominations is to be regarded as an ad hoc convention committee, to which limitations on holding multiple offices do not apply.

3.981 Solicitation of Suggestions for Candidates

a. The Secretary of the Synod shall solicit from congregations, District Presidents, District boards of directors, Circuit Counselors, and other likely sources names of persons who are regarded as suitable candidates for election to the various offices and boards of the Synod and shall list briefly the requirements of various persons. Qualifications of

each candidate suggested are to be submitted together with the names. All incumbents eligible for re-election shall be considered for nominations. The Secretary shall begin such solicitation of names at least 18 months before the synodical convention through a publication going to the members of the Synod, including the congregations, and shall present the names and information gathered to the Committee for Convention Nominations at its first meeting. The Secretary shall not serve as a member of the committee, but he shall convene the initial meeting of the committee and be available, upon call, for consultation.

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

3.983 Functions

a. The first meeting of the Committee for Convention Nominations shall be at the call of the Secretary of the Synod within nine months prior to the synodical convention, 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 thereby be guided in its selection of nominees. In the case of the boards of regents of synodical institutions, the committee shall consult with the Board for Higher Education and receive its nominations for the various boards of regents for the committee's consideration.

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

d. Two candidates shall be nominated for each position.

e. At least five 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 list the qualifications of various positions used in the solicitation of candidates and 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.

f. The Committee for Convention Nominations in consultation with synodical officials shall maintain a description of the desirable expertise required for each elected board and shall transmit this information together with suggestions for improvement of procedures to the next committee through the Secretary.

3.985 Report

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. The convention may amend the slate by nominations from the floor. Such floor nominations may only be made from the list of names which have previously been offered to the Committee for Convention Nominations prior to the final deadline established and published by the committee, unless the convention shall otherwise order by a simple majority vote. If the convention approves the receipt of such

additional nominations, any delegate making such a nomination shall have secured prior written consent of the candidate being nominated and shall immediately submit it to the chairman of the Committee for Convention Nominations along with written pertinent information concerning the nominee as detailed in Bylaw 3.983 e.

b. The chairman of the Committee for Convention Nominations shall have on hand at the convention a reserve list of nominees, approved by the 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 established at a synodical convention, so that it may have a slate of candidates in readiness.

3.987 Order of Names on Ballot

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

3.990 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.

3.993 Schedule

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.

3.995 Order of Elections

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

b. After the election of the President and the Vice-Presidents, a ballot shall be submitted listing the candidates for Secretary, [Vice-President—Finance—]Treasurer, and the elective members of the Board of Directors of The Lutheran Church—Missouri Synod, Inc. Their elections shall thereafter be conducted as hereinafter prescribed.

3.997 Election Procedures

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 percent of the votes cast shall be dropped from the ballot, unless fewer than two candidates receive 15 percent 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.

IV. DISTRICT ORGANIZATION

A. GOVERNING PRINCIPLES

4.01 Purpose of Districts

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

4.03 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 national convention of the Synod or the synodical Board of Directors.

c. Such proposals shall

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

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

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.

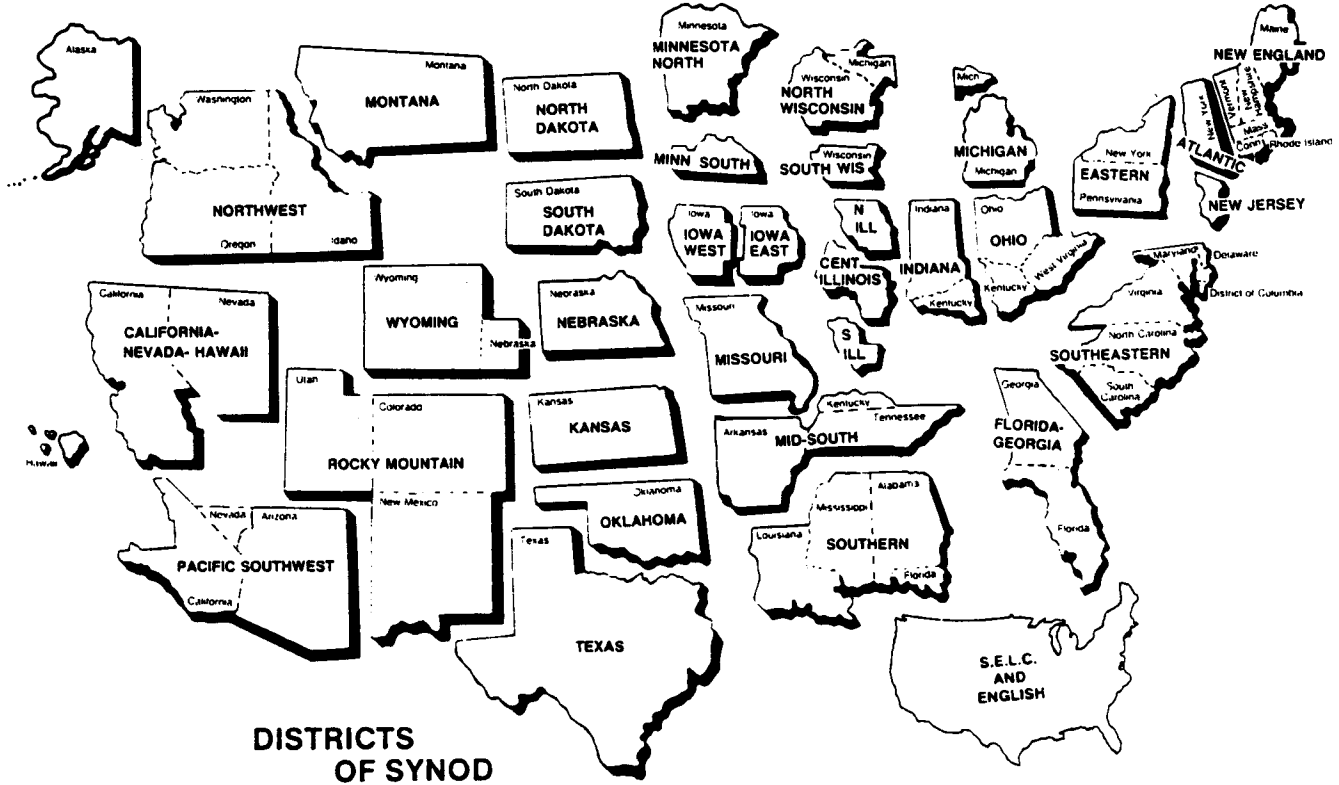
4.05 Membership

The membership of a District consists of all those members of The Lutheran Church—Missouri Synod (congregations, ordained and commissioned ministers) 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.

4.07 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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Nebraska
NEBRASKA
California
Nevada
CALIFORNIA-
NEVADA- HAWAII
Utah
Colorado
ROCKY MOUNTAIN
New Mexico
Kansas
KANSAS
Oklahoma
OKLAHOMA
Nevada
Arizona
PACIFIC SOUTHWEST
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Rhode Island
NEW JERSEY
Maryland
Delaware
District of Columbia
Virginia
North Carolina
SOUTHEASTERN
South Carolina
Georgia
FLORIDA-
GEORGIA
Florida
Kentucky
Tennessee
Arkansas
MID-SOUTH
Mississippi
Alabama
Louisiana
SOUTHERN
Florida
S.E.L.C.
AND
ENGLISH
DISTRICTS
OF SYNOD

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 for ordination, commissioning, and installation of ordained and commissioned ministers and requirements for individual as well as congregational membership in the Synod; publication of official religious periodicals; conduct of negotiations and affiliations with other church bodies; and the like.

4.09 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 sections 1.05 and 2.39 of the Bylaws.

4.11 Relationships: Conventions, Officers, Board of Directors Boards and Commissions, Staff

a. The delegate convention of the District is a legislative assembly which, in accordance with the Bylaws and objectives of the Synod, establishes and evaluates policies and provides direction on behalf of and in service to member congregations of the Synod in that District. It shall be the assembly in which the congregations of the District can counsel together to achieve their objectives, receive reports and counsel from the Synod, and through which the congregations and the District can together make recommendations to the convention, boards, and commissions of the Synod. It shall have the authority to give direction to the officers, boards, and commissions of the District.

b. The elective officers of the District serve in accordance with the duties assigned to them in the Constitution and Bylaws of the Synod as they apply to the District and within the boundaries of the respective District, and in accordance with the duties which may be assigned in the Bylaws of the District. They shall have primary responsibility for District implementation of decisions of the Synod, as applicable, and for implementation of decisions of the District convention and District boards. They shall supervise the day-to-day activities of District staff. They shall report their activities and recommendations to the convention, to the Board of Directors, and to the Synod as appropriate, and maintain communication as necessary with other Districts and with jurisdictional units of other church bodies.

c. The Board of Directors, elected by the District, serves as the legal representative of the District and the custodian of all property of the District. Between conventions it shall provide for implementation within the District of the decisions of the national and District conventions, determine general operating policies, establish program priorities, ap-

prove program budgets, allocate necessary funds for the support of the national and District budgets, review program performance, and make provisions for necessary staff. It shall report its activities to the District convention.

d. The District shall utilize boards and commissions to fulfill the objectives of the Synod and to carry out the decisions and programs of the District, on behalf of or in service to the congregations and the District, as provided in the bylaws of the District. They shall maintain communication with and provide for utilization of the programs of the corresponding boards and commissions of the Synod, as applicable. They shall design programs to meet their special needs in their assigned area of responsibility and administer approved programs and resources assigned to them by the convention or the Board of Directors. They may propose new programs and adjustments to existing programs. They shall report their activities and recommendations as provided in the bylaws of the District.

e. The District Board of Directors in accordance with the bylaws of the District may engage such staff as is necessary for program implementation. District staff shall develop, manage, and review programs and ministries and recommend necessary adjustments. Staff represents its respective board or committee, and serves the congregations of the District as liaison between the District program board and its related national program board. The reporting relationships of staff should be defined in the bylaws of the District.

B. CONVENTIONS

4.21 Rules of Order

The convention 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.

4.23 Accrediting of Delegates

The delegates 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 provided by the District Secretary and signed by two of the congregation's officers.

4.25 Advisory Delegates

All nonvoting ordained ministers who are members of the Synod within the District and all commissioned ministers who are members of the Synod within the District shall serve as advisory delegates entitled to voice and vote on a floor committee, if appointed, and to voice in the convention.

4.27 Attendance

All duly elected voting delegates shall attend all sessions of the convention regularly until the close of the convention. All advisory members are expected to attend all sessions of the convention. Those advisory members whose office in the Synod, District, or other entity imposes professional or service requirements on which full and regular conven-

tion attendance makes undue demands, shall nevertheless, in consultation with their supervisory boards, arrange for their own partial or occasional attendance and participation in accordance with policies established by their supervisory boards.

4.29 Synodical Representation

The President of the Synod or his representative shall report on the condition and affairs of the Synod and shall also deliver the sermon at the opening or convention service.

C. OFFICERS

4.51 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.

c. All officers and members of boards shall be members of member congregations of the District upon assuming office and during the course of their tenure.

D. DISTRICT PRESIDENTS

4.71 Role of District President

a. The District President is the chief executive officer of the District. Upon him is incumbent the responsibility that the resolutions of the District are implemented. He shall report to each District convention.

b. Each District President shall represent the Synod in his respective territory. He shall therefore cause the resolutions of the Synod to be implemented in the District and shall therefore regularly report to the President of the Synod. He shall serve the congregations of the District as liaison between the congregations, District, and the Synod.

c. The District President shall represent the Synod in connection with all ordinations, commissionings, and installations as follows:

1. *First calls.* Ordinations, commissionings, and initial installations shall be conducted by or at the direction of the District President when the requirements of Bylaw 2.13 have been satisfied.

2. *Missionaries.* The authorization for the ordination or commissioning, and the installation, of a missionary called into the foreign fields, whether as a first or subsequent call, shall be issued upon the request of the Board for Mission Services by the President of the District in which the missionary resides. The authorization with respect to ordination or commissioning, and installation, for service within a District of the Synod, whether as a first or subsequent call, shall be issued by the President of that District.

3. *Synodical staff members.* Ordained and commissioned ministers who are members of the Synod called or appointed to serve the Synod shall be installed, in accordance with forms and practices developed by the Synod for that purpose, by the President of the Missouri District, or by his representative.

4. *Professors and instructional staff members.* Ordained and commissioned ministers who are members of the Synod called or appointed

to serve at the Synod's educational institutions as professors and instructional staff members shall be installed, in accordance with forms and practices developed by the Synod for that purpose, by the President of the District in which the institution is located, or by his representative.

5. *Second and subsequent installations of ministers.* Except as provided in the foregoing paragraphs, ordained ministers and commissioned ministers who have been duly called to a position of full-time service shall be installed upon authorization by the appropriate District President. Each installation shall be conducted, in accordance with forms and practices developed by the Synod for that purpose, by the District President or by an ordained minister designated by the District President.

4.73 The President as Adviser

Each District President, in accordance with the Constitution of the Synod, shall supervise the doctrine, the life, and the official administration on the part of the ordained or commissioned ministers who are members through his District or are subject to his ecclesiastical supervision, and shall inquire into the prevailing spiritual conditions of the congregations of his District. Therefore as often as possible he shall attend the conferences of pastors and teachers held in his District, advise the congregations of his District as to the calling of pastors and teachers, give counsel, and respond to requests and inquiries. He may call upon Circuit Counselors to assist him.

4.75 Official Visits and Investigations

The District President, even without formal request therefor, may through the proper channels arrange for an official visit or investigation when a controversy arises in a congregation or between two or more congregations of the District, or when there is evidence of a continuing unresolved problem in doctrine or practice. He shall ask for a full report on the case in order that he may have a clear understanding of the 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.

4.77 Official Rosters

The District President shall revise annually the official rosters of ordained ministers and of commissioned ministers, for publication in *The Lutheran Annual,* and remove the names of those who have died or have resigned their membership or have had their membership in the Synod duly terminated. He shall regularly forward roster reports to the Secretary of the Synod.

E. BOARDS OF DIRECTORS

4.91 Functions

Each District shall elect a Board of Directors, the size and composition of which shall be determined by the bylaws of the District. It shall have such powers and duties as are accorded to it by the Constitution, Bylaws, Articles of Incorporation, resolutions, and policies of the Synod, as well as those of the District. Subject to such limitations, it shall operate within the applicable federal and state laws. It shall be vested with the general management and supervision of the District's business and legal affairs and shall adopt policies and require procedures

which assure that said management and supervision is effected. In fulfilling its functions and in coordinating its work with the Synod, the board shall be guided generally by the functions of the Board of Directors of the Synod as defined in Bylaw 3.191ff., as these apply to Districts, and subject to the reservations, limitations, and delegations of such Bylaws.

F. BOARDS

4.97 Provisions

a. Each District shall provide through its structure for the following functions:

- Adjudication
- Church Extension
- Communications
- Congregational Constitutions
- Congregational Services
- Human Care Ministries
- Missions
- Stewardship and Financial Support

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

c. Unless otherwise specified or permitted by the Bylaws, executives and staff on the District level shall not be members of the board or commission under which they serve.

G. STAFF

4.101 Authorization

Districts are authorized to engage full-time staff to assist officers, boards, and commissions in carrying on the work of the District. Unless Districts are able to have separate staff individuals for each program of the District, the combining of responsibilities should conform to the board structure.

4.103 Relationship to Synodical Staff

While relations with the general Synod are carried on primarily through the District President, District staff persons should be in close relationship to their synodical staff counterparts; serve as persons to collect, collate, and communicate the needs and expectations of congregations; assist in the development of relevant District and Synod materials and programs; and in general act as partners with fellow staff persons in the pursuit of appropriate synodical programs.

4.105 Functions

In carrying out their functions at the District level, staff persons shall be guided generally by the responsibilities for staff as detailed in Bylaw 3.803.

H. NOMINATIONS, ELECTIONS AND APPOINTMENTS

4.121 Nominating Committee

The Nominating Committee of each District shall be elected by the District convention.

4.123 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.

4.125 Term and Tenure

a. Terms of office shall be as follows:

1. Elected officers—three years.

2. Elected board and commission members—three years; however, Districts may adopt bylaws setting such terms at six years instead of three years.

3. Appointed boards and commissions—three years.

b. Limitation of tenure, if any, may be determined by a District.

4.127 Election of President and Vice-President

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, as long as these provisions do not conflict with the Bylaws of the Synod. Nominating committees may not be employed in the election of the President and Vice-Presidents.

4.129 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 national 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.

4.131 Prohibition of Conflict of Interest

a. No officer, director, board or commission member of the District, or any agency 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 interests and the interest and general welfare of The Lutheran Church—Missouri Synod 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.

V. CIRCUITS AND CONFERENCES

A. GOVERNING PRINCIPLES

5.01 Structuring of Circuits

Each Circuit shall consist of 7 to 20 member congregations involving an aggregate communicant membership 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.

5.03 Relationships: Officers, Forum, Convocation

a. The Circuit Counselor is the principal officer of the Circuit and serves in accordance with the duties assigned to this position in the Constitution and Bylaws of the Synod and Districts. The Circuit may select such other officers as it deems necessary. The Circuit Counselor and these other officers shall have the primary responsibility of preparing the agenda for the Circuit Forum and Convocation and maintaining liaison between the Circuit and the Synod.

b. The Circuit Forum, consisting of the pastor of each congregation and one member of each congregation designated by the congregation, is the group which aids the process of keeping congregations, particularly the lay leaders, teachers, and pastors, supportive of one another in their common confession and mutually active in developing programs for the good of member congregations, in considering and recommending new work, and in suggesting improvements for District and synodical programming. Depending on each Circuit's adopted objectives, the Circuit may provide for additional representation from each congregation.

c. The Circuit Convocation is a larger gathering of members from Circuit congregations during a year in which there is no synodical or District convention.

d. Conferences, whether official or unofficial, provide a means for ordained and commissioned ministers to relate together on a regular basis.

B. OFFICERS

1. Circuit Counselor

5.11 Nomination and Election

a. Every voting congregation of each Circuit shall nominate as a candidate for the office of Circuit Counselor two pastors of the member congregations of the Circuit or from among the emeriti who hold membership in one of the member congregations of that Circuit. The nominations shall be made at least four months prior to the elections and shall be submitted to the Nominating Committee through the secretary of the District. If no candidate has received a majority, the District Secretary shall forward to each congregation in that Circuit the names of the two men, or more in case of a tie, receiving the highest number of votes. A Circuit caucus shall be held during an early session of the convention at a specified time on the agenda. Balloting shall take place by the pastors and lay delegates of the Circuit until one pastor receives the majority of votes. Should the candidate(s) no longer be available for this office, the Circuit caucus shall have the right to act on behalf of the congregations to nominate a replacement. 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.

b. Vacancies which occur in the office of Circuit Counselor between conventions shall be filled by appointment by the District President.

5.13 Relation to Member Congregations

a. The Circuit Counselor shall hold his position by virtue of his election. He shall serve under the direction of and be accountable to the District President and shall serve as his spokesman when so authorized and directed and shall assist him in doctrinal and spiritual supervision.

b. He shall serve in a servant role and seek to remind and encourage members of the Circuit of their responsibilities as God's people and the privilege they have in being about His mission. In doing so, he should keep in mind the glory and responsibility of the universal priesthood of all believers as it applies to the congregations. He shall remind them that they are "a chosen generation, a royal priesthood, a holy nation, a peculiar people to show forth the praises of Him who has called them out of darkness into His marvelous light." He shall meet with the entire congregation, if possible, rather than with the voting members only.

c. Through his visitation to the congregations, he shall endeavor to strengthen the spirit of unity among congregations to effect mission and ministry and shall seek to strengthen and support the spirit of fellowship.

d. In his visits he shall discuss attendance at services, at Communion, and at voters' meetings; the salaries of pastors and teachers; the participation of congregations in the work of the church-at-large and in missions; the need and opportunities for continuing education; the Christian training of the children; the adequate indoctrination of adult catechumens; and the maintenance of family devotion.

e. He shall work through the Circuit Forum to provide resources, opportunities, and assistance so God's people can grow in their faith in their Lord and Savior Jesus Christ.

f. He shall ordinarily serve as chairman of the Circuit Forum. The Forum may elect another member to serve in that capacity. He shall serve as chairman of the Circuit gathering and convocations.

g. He may serve as a mediator to effect reconciliation of disputes within the Circuit not under synodical adjudication as outlined in section VIII of the Bylaws.

h. He shall seek to strengthen the spirit of cooperation among pastors, teachers, and congregations.

i. He shall be conversant with and supportive of synodwide and District resolutions and programs and shall be responsible for communicating them to the congregations of the Circuit.

j. He may appoint from member congregations of the Circuit, by and with the approval of the District President, pastors, teachers, or laypersons to assist him in fulfilling his responsibilities.

k. Official visits shall be arranged in advance by the Circuit Counselor with the respective pastor and congregation, except under extraordinary circumstances. If he deems it necessary, the Circuit Counselor may on his own initiative through the proper channels arrange for a special meeting of the congregation.

5.15 Official Visits

a. The Circuit Counselor shall visit each congregation once in three years and otherwise as he deems it necessary.

b. The Circuit Counselor shall seek to bring about to the greatest possible degree the achievement of the Synod's objectives as expressed in Article III of its Constitution.

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.

5.17 Relation to 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.

5.19 Relation to 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.

5.21 Relation to Pastors

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.

5.25 Expenses

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

2. Other Officers

5.27 Individual Positions

The Circuit may create such other offices as may be desirable and also appoint committees for specific assignments.

C. CIRCUIT FORUM

5.31 Representation

Each congregation shall be represented at the Circuit Forum at least by its pastor and one member designated by the congregation, although each Circuit may request additional representation depending on its adopted objectives. The Circuit Forum will meet at least twice a year.

5.33 Functions

Among the functions which the Circuit Forum may perform are the following:

a. To study the Scriptures and the Confessions in order to promote an evangelical spirit in our walking together

b. To develop and adopt within existing policies of the respective District complementary and sometimes joint plans for mission outreach in the Circuit area

c. To devise and develop programs and services relevant to the needs of Circuit congregations, lay leaders, teachers, and pastors

d. To receive and respond as appropriate to advice, guidance, resolutions, and programs in other sections of the Synod as such may be addressed to it from other Circuits, the respective District, and the general Synod

e. To serve as a setting to review and evaluate programs, plans, and long-range directions of the District and the Synod

5.35 Election of Synodical Convention Delegates

It is the Circuit Forum which triennially shall elect the pastoral and lay delegate, and their alternates, to the national convention of the Synod according to the regulations of the Synod. The lay delegate shall upon his election serve through the triennium following the next convention as an advisory member of the Circuit Forum.

5.37 Overtures

The Circuit Forum shall be qualified to submit overtures to synodical and District conventions.

D. CONVOCATIONS

5.51 Functions

Circuits shall arrange for a Circuit Convocation, which is a larger gathering of members from Circuit congregations held during a year in which there is no synodical or District convention. Its purpose is to provide a setting in which congregational members may know of and celebrate the ministry pursued by each congregation, may review and discuss the work of the Circuit Forum, and may receive information on various phases of the work pursued through Districts and the Synod. As such, its emphasis should be on inspiration, education, and motivation.

E. CONFERENCES

5.61 Official Pastor, Teacher, [Director of Christian Education, Director of Christian Outreach,] and Deaconess Conferences

a. In each District of the Synod there shall be an official conference for ordained ministers and official conferences for commissioned ministers. Each official conference shall consist respectively of all ordained and commissioned ministers on the respective rosters. Conferences 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. Such major sectional meetings shall be regarded as sessions of the official conference.

b. All ordained and commissioned ministers on the District rosters are expected to attend meetings of their official conference or present a valid excuse.

c. The plenary and any sectional conferences may adopt and submit overtures to conventions of the Synod, including those of Districts.

d. 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 mailed to the office of the District President for review and for the District's record within one month following such conference.

5.63 Purposes of Official Conferences

Official conferences 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 Synod, including the District, or to any other professional matter should at all times receive due and sympathetic attention. The members of the conferences are to aim to cultivate positive relationships, to be mutually helpful in every way possible, and to encourage, instruct, and admonish one another in a spirit of sincerity and Christian love. Professional conferences have no synodical administrative functions.

5.65 Attendance at Official Conferences

Attendance at the official conferences shall be obligatory for ordained and commissioned ministers serving in congregations and parishes. Those whose offices in the Synod, District, or other entity 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 in accordance with policies established by their supervisory boards.

5.67 Other Conferences

a. The official pastoral, teacher, [director of Christian education, director of Christian outreach,] and deaconess conferences shall be encouraged to meet also jointly for the purpose of discussing doctrinal, professional, and practical matters. Such a joint meeting will not be regarded as an official conference.

b. Ordained and commissioned ministers are also 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.

5.69 Circuit Conferences

The Circuit Counselor shall regularly convene the pastors of his Circuit for Circuit conferences. The conferences may consider matters of doctrine, exegesis, and practical theology, and may be used for promotion of the basic activities of the church. Circuit conferences are not official conferences.

CONCORDIA
UNIVERSITY SYSTEM
ST. PAUL
Concordia Teachers College
FORT WAYNE, INDIANA
Concordia Theological Seminary
ST. LOUIS, MISSOURI
Concordia Seminary
CONCORDIA, MISSOURI
St. Paul's Lutheran High School
Board for Higher Education
The Lutheran Church —
Missouri Synod
1333 S. Kirkwood Road
St. Louis, MO 63122-7295
(314) 965-9000

VI. COLLEGES AND SEMINARIES

A. BOARDS OF REGENTS

6.01 Membership

Each college, university, and seminary of the Synod shall be governed, subject to general policies set by the Synod, by a Board of Regents.

a. The Board of Regents of each theological seminary shall consist of the following voting members:

1. Three ordained ministers, one commissioned minister, and three laypersons elected by the convention of the Synod

2. A Vice-President of the Synod designated by the President of the Synod:

3. A District President other than the President of the geographical District in which the seminary is located, elected by the Council of Presidents

b. The Board of Regents of each college and university shall consist of 13 voting members, 12 of whom shall be elected for 3-year terms renewable twice: 2 ordained ministers, 2 commissioned ministers, and 8 laypersons. The President of the District in which the college or university is located or a District Vice-President as his standing representative shall serve as an ex officio member.

1. One ordained minister, one commissioned minister, and three laypersons elected by the synodical convention;

2. One ordained minister, one commissioned minister, and one layperson elected by the geographical District in which the institution is located;

3. Four laypersons elected by the Board of Regents in a nonconvention year.

c. All members must hold membership in a member congregation of the Synod, and not more than two of the elected members shall be members of the same congregation. They shall not be on the salaried staff of a synodical educational institution or enter into any gainful business, contracts, or transactions with the institution;

6.02 Vacancies

Vacancies that occur on a Board of Regents shall be filled in the following manner:

a. If the vacancy occurs in a position that was previously filled by the Board of Regents, the Board of Regents shall be the appointing body.

b. If the vacancy occurs in a position that was previously filled at a District convention, the District Board of Directors shall be the appointing body.

c. If the vacancy occurs in a position that had been filled by a national synodical convention, the Board for Higher Education shall be the appointing body and shall follow the nomination procedure as outlined in Bylaw 3.63 a and b.

6.03 Functions

In exercising its relationship to the Synod and to the Board for Higher Education as set forth elsewhere in the Bylaws (3.601), the Board of Regents of each institution shall consider as one of its primary duties the defining and fulfilling of the mission of the institution within the broad assignment of the Synod and shall

a. become familiar with and develop an understanding of pertinent synodical and Board for Higher Education policies, standards, and guidelines;

b. develop details of policies and procedures for governance of the institution;

c. participate in planning for the institution and approve the institution's plans;

d. review and approve academic programs recommended by the administration and faculty after assessment of system policies in accordance with Board for Higher Education standards and guidelines and institutional interests and capacities;

e. review and approve the institutional budget;

f. approve institutional fiscal arrangements, develop the financial resources necessary to operate the institution, and participate in its support program;

g. establish appropriate policies for institutional student aid;

h. participate fully in the procedures for the selection and regular review of the president of the institution and of the major administrators; approve of the appointment of faculty members who meet the qualifications of their positions and have received prior approval by the Board for Higher Education; approve sabbatical and study leaves; and encourage faculty development and research;

i. take the leadership in assuring the preservation and improvement of the assets of the institution and see to the acquisition, management, use, and disposal of the properties and equipment of the institution within the guidelines set by the Board of Directors of The Lutheran Church—Missouri Synod, Inc.;

j. operate and manage the institution as the agent of the Synod, in which ownership is primarily vested and which exercises its ownership through the Board of Directors as custodian of the Synod's property, the Board for Higher Education, and the respective Board of Regents as the local governing body; included in the operation and management are such responsibilities as

1. carrying out efficient business management through a business manager appointed on recommendation of the president of the institution and responsible to him;

2. receiving of all gifts by deed, will, or otherwise made to the institution and delivering them to the [Vice-President—Finance—]Treasurer of the Synod or such other person as may be designated by the Board of Directors of The Lutheran Church—Missouri Synod, Inc., unless precluded by law or the terms of the gift. In such case, the Board of Regents shall hold and administer the same, in accordance with the terms of the instrument creating such gift and in accordance with the policies of the Board of Directors of The Lutheran Church—Missouri Synod, Inc.;

3. concern for the general welfare of the institutional staff members and other employees, adoption of regulations governing off-campus activities, development of policies regarding salary and wage scales, tenure, promotion, vacations, health examinations, dismissal, retirement, pension, and other employee welfare benefit provisions;

4. determining that the charter, articles of incorporation, constitution, and bylaws of the institution conform to and are consistent with those of the Synod;

5. serving as the governing body corporate of the institution 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 Regents shall have power to perform such acts as may be required by law to effect the corporate existence of the institution;

6. establishing and placing a priority on the capital needs of the institution and determining the plans for the maintenance and renovation of the buildings and property and purchase of needed equipment, but having no power by itself to close the institution or to sell all or any part of the property which constitutes the main campus;

7. recognizing that the authority of the Board of Regents resides in the board as a whole and delegating the application of its policies and execution of its resolutions to the president of the institution as its executive officer;

8. reviewing and approving the major policies of the institution regarding student life and activities as developed by the faculty and recommended by the administration;

9. promoting the public relations of the institution and developing the understanding and cooperation of its constituency;

10. requiring regular reports from the president of the institution as the executive officer of the board and through him from other officers and staff members in order to make certain that the work of the institution is carried out effectively.

B. PRESIDENTS

6.11 Election

a. As soon as an impending vacancy in the office is known, the Board of Regents, with prior consent of the Board for Higher Education, shall issue in an 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 qualifications desired to fill it.

b. Candidates may be nominated by congregations of the Synod, the Board for Higher Education, the Board of Regents, and the faculty of the institution.

c. All nominations must be filed with the secretary of the Board of Regents within 60 days of the date of its published request unless the request sets a later date. Persons nominated may decline to be candidates, and their names will be removed from the list of nominees. Nominees who allow themselves to be listed as candidates will be asked to pledge, if called, to render a decision with 15 days of receipt of the call, unless granted an extension by the Board of Regents. The secretary of the Board of Regents shall publish, in an official periodical of the Synod, the names of the nominees who have permitted themselves to be candidates and the date on which the election is to be held, which shall not be less than 30 days after the date of the publication of the names of the candidates.

d. All recommendations, statements of qualifications of any nominees, or objections to any nominee with reasons therefor, must be filed with the Board of Regents before the time fixed for the election. If a charge of false doctrine or offensive life is registered, the Board of Regents shall investigate and reach a decision on such charge before proceeding with the election.

e. A committee composed of three faculty members elected by the faculty and of two board members elected by the board 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 Regents shall make available to this committee all information, recommendations, and objections which he shall receive. On the basis of these studies a committee of faculty members elected by the faculty shall submit to the electors evaluations and pertinent recommendations regarding the candidates who have been proposed.

f. At a meeting of the Board of Regents held to elect a president, there shall be present and voting as electors the members of the Board of Regents 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.

g. 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 Regents now voting as individuals, may add names to any preferred list supplied by the faculty committee after consultation with the faculty committee.

h. The initial election of a president shall require three of four elector votes. If the electors are unable to complete the election, they may postpone the election and, if desirable, request the Board of Regents to issue a new call for nominations.

i. The Board of Regents shall extend the formal call promptly after the election and submit its action to an official periodical of the Synod for publication.

j. Whenever a call is declined, the chairman of the Board of Regents shall give notice in an official periodical of Synod and shall promptly call another meeting of the electors, at which meeting the call may be reissued or another person may be elected from among the remaining candidates, or the Board of Regents may be requested by the electors to issue a new call for candidates.

6.12 Term of Office

The president of each seminary, college, or university shall serve a five-year renewable term of office, under the terms set forth herewith under Bylaws 6.13 and 6.14, beginning with the date of his assumption of his responsibilities as president.

6.13 Evaluation

The president and Board of Regents shall develop mutually agreed upon institutional goals and priorities that give direction to the individual as he carries out the duties of the office of the presidency. The Board of Regents will annually evaluate presidential effectiveness based on these goals and priorities.

6.14 Renewal

Nine months prior to the end of each five-year term the Board of Regents will conduct a formal review of the president's effectiveness in

the current term of office. The president shall then be eligible for another five-year term by majority action of the Board of Regents, voting with a ballot containing only the current president's name. In addition to considering the evaluation report, the Board of Regents shall consult with the president of the Synod and the chairman of the Board for Higher Education. The Regents may consult with other boards, commissions, and councils of the Synod as they deem wise.

6.15 Nonrenewal Procedure

In the event that a president's term is not renewed, the office of the president shall be considered vacant as of the end of the term of the incumbent. If the president is tenured, lack of renewal shall not affect tenure status in an academic department. A president whose term is not renewed shall be offered a one-year sabbatical at full salary with health and welfare benefits.

C. FACULTIES

6.21 Members

a. The faculty of each synodical institution shall consist of the president, the full-time faculty (instructors, assistant professors, associate professors, professors, or full-time faculty without rank), and part-time or temporary nonvoting members distinguished by an appropriate prefix or suffix (visiting, guest, adjunct, emeritus) or the term graduate assistant.

b. Any part-time or temporary faculty members shall hold nonvoting membership on the faculty.

c. Administrative positions may be created, modified, abolished, or have functions assigned to them by the Board of Regents 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.

d. Administrative appointments shall be made by the Board of Regents 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.

6.23 Appointment of Members

a. The Board of Regents on recommendation of the president of the institution shall appoint the members of the faculty to positions approved by the Board for Higher Education. All initial appointments to seminary, university, and college faculties will also require the prior approval of the Board for Higher Education.

b. Appointments shall ordinarily be for one to four years and may be extended by the Board of Regents unless otherwise indicated at the time when prior approval is granted.

c. The Board of Regents 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 Regents shall so notify the faculty member through the president of the institution at least six months prior to the expiration of the current appointment. In the case of individuals under consideration for permanent tenure (Bylaw 6.25 b) such notice of non-

reappointment shall be made at least 12 months before the expiration of the current appointment.

d. The terms and conditions of every appointment shall be stated in writing and be in the possession of both the institution and the prospective faculty member before the appointment is consummated. Limitations of academic freedom because of the religious 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.

e. Ordinarily candidates for teaching positions with tenure on the Synod's instructional staff 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, laypersons 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.

6.25 Permanent Tenure

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

a. Standards or qualifications for granting tenure shall be as follows:

1. The faculty member shall ordinarily have completed five 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 least the last two years of which shall have been in the institution currently served. However, the said five-year requirement may be waived in exceptional cases if the unanimous consent of the electors is given.

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 as follows:

1. If the Board of Regents, 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 six months beyond the time at which notice is given. If the Board of Regents does not take up the question of permanent tenure at least nine months prior to the end of the sixth year of service, the faculty member may petition the Board of Regents to take up the question of permanent tenure.

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

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

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

5. If the above steps have all been met, after final review the Board of Regents 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.

6.27 Ranking of Members

a. The Board of Regents shall determine the assignment and rank of members of the faculty and of the administrative officers.

b. The approved nomenclature for the ranks of the regular teaching faculty is instructor, assistant professor, associate professor, and professor. Any part-time or temporary faculty members shall hold nonvoting membership on the faculty.

c. Faculty and staff members whose educational responsibilities include supporting services may be designated as "faculty without rank," or "staff."

d. 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 professor or associate professor, by special resolution of the Board of Regents in the case of each person to be so designated.

e. 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 Regents.

f. Nonteaching staff positions that require a minimum of a four-year degree in their job description may be classified as professional staff. All other employees are designated as support staff.

6.29 Salary Schedules

The salary schedules of all institutional employees shall be fixed by the Board of Regents on recommendation of the president of the institution. Ordinarily, the salary schedules shall be established within the broad guidelines provided by the Board for Higher Education.

6.31 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.

6.35 Institutional Educational Policies

a. Each faculty shall adopt rules and regulations for the admission, transfer, dismissal, or withdrawal of students, fix the standards of scholarship to be maintained by students, determine criteria for their promotion, graduation, or failure, act on recommendations in the matter of

granting certificates, diplomas, and such academic or honorary degrees as may lawfully be conferred by the institution.

b. Each faculty shall develop and construct curricula implementing the recognized and established purposes of the institution and designed to attain the synodically approved objectives of training for professional church workers. Each faculty shall pursue the improvement of teaching and learning and the evaluation of their effectiveness in every segment of the institution and its curriculum.

c. Each faculty shall develop policies, standards, and programs for the out-of-class life and activity of its students so that the cocurricular and off-campus activities of the student contribute to the attainment of the educational objectives of the institution. The faculty shall draw up such standards, criteria, and regulations as will be conducive to the cultivation of a Christian deportment on the part of all students, will stimulate the creation of a cultured and academically challenging atmosphere on and about the whole campus, and will make a spiritually wholesome community life possible.

d. Each faculty shall develop policies, standards, and regulations that will contribute to the maintenance of wholesome conditions of instructional staff service and welfare.

e. The faculty of each institution which trains professional workers directly for service in the Synod shall conform its placement policies to the synodical provisions for the distribution of candidates and workers through the synodical Board of Assignments.

6.37 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 Regents.

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.

6.39 Evangelical Discipline and the Right of Appeal

a. Each faculty shall develop policies worthy of the Christian faith for personal conduct and community life applicable to students, faculty and staff members, and other employees while on the campus.

b. Each Board of Regents, on recommendation of the faculty, shall adopt a comprehensive policy statement committing the school to the principles of Christian discipline, evangelical dealing, and good order governing the students individually and collectively.

c. Each student 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. There shall be no right of appeal under the provisions of Bylaw 8.01ff.

6.41 Controversies among Faculty Members

Controversies and disagreements among members of the faculty (other than those set forth in Bylaw 6.43) shall be submitted to the president of the institution for mediation. If this proves unsuccessful, he shall report the matter to the Board of Regents 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 Bylaw 8.01ff. A record of the proceedings shall be filed with the Board for Higher Education.

6.43 Removal from Office

a. The Board of Regents 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 Bylaw 6.23 c.

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 appointment shall be removed from the faculty either by ecclesiastical authority or by the Board of Regents 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 of or refusal to perform duties of office;
5. conduct unbecoming a Christian;
6. advocacy of false doctrine (Constitution, Art. II) or failure to honor and uphold the doctrinal position of the Synod as defined further in Bylaw 1.09 c.

6.44 Termination of Position

a. Positions of nontenured faculty, as well as tenured faculty, may be terminated by the Board of Regents under certain institutional conditions that do not reflect on the competency or faithfulness of the individual faculty member whose position is terminated. These conditions are the following:

1. Discontinuance of an entire program (e.g., social work, business).
2. Discontinuance of an entire division or department (e.g., modern foreign language) of a college, university, or seminary.
3. Reduction of the size of staff in order to maintain financial viability.
4. A state of financial emergency exists as determined by the Criteria for Fiscal Viability standards and confirmed by a financial analysis and subsequent resolution of the Board for Higher Education.
5. Discontinuance, merger, or consolidation of an entire college, university, or seminary operation.

b. In the event of termination of a faculty position by the Board of Regents, a minimum of six months advance notice to contracted faculty and 12 months to tenured faculty must be provided the terminated professor in writing.

c. The opportunity to serve the college, university, or seminary in another capacity for which the terminated professor has credentials and qualifications shall be offered the terminated professor if such a vacancy exists at the time of termination or becomes available within two academic years.

d. In identifying which specific faculty positions are to be discon-

tinued or terminated, the Board of Regents shall follow the guidelines and procedures of that institution's RIF (reduction in force) policy.

e. A terminated position may not be subsequently staffed by another person during the next two academic years without first offering the last previous incumbent the position at his or her last previous salary plus average annual salary increases provided to that faculty during the interim.

6.45 Board Supervision

a. The Board of Regents shall have authority to investigate, hear and act on any complaint arising out of Bylaw 6.43 c 1–6.

b. Any decision made pursuant to Bylaw 6.47 shall be final and binding on the parties involved with no right of further appeal except as set forth in Bylaw 6.47 g.

6.47 Procedures for Exercising Board Supervision

a. If the Board of Regents receives a complaint against a member of that institution's faculty or administration concerning any matter, including those specified under Bylaw 6.43 c 1–6, it shall direct the complainant first to meet face to face with the respondent in an attempt to resolve the issue (Matt. 18:15). The president of the institution shall assist in this attempt. If the president himself is the respondent, the chairman of the board shall act in his stead.

b. If the complainant is of the opinion that such informal reconciliation efforts have failed and there is a wish to pursue the matter, the complainant shall prepare a written statement of the matter in dispute and a written statement setting forth, in detail, the efforts that have been made to achieve informal reconciliation and forward such statements to the Board of Regents and to the respondent.

c. Within 21 days after receipt of the written statement of the matter in dispute, the respondent shall submit a written reply to the Board of Regents and the complainant. If the respondent fails to reply, the allegations of the statement of the matter in dispute shall be deemed accepted.

d. Upon receipt of a reply from the respondent or if no reply is received, and the Board of Regents determines that all informal reconciliation efforts have failed, the Board of Regents shall form a Review Committee of five persons (Matt. 18:16), which shall be chosen as follows:

1. Each party shall select one faculty member and one regent.

2. The fifth member shall be selected by blind draw from the synodical roster of reconcilers and shall serve as chairman.

3. The selection shall be completed within one month of the date on which the board decides to form the Review Committee.

e. If the board decides that the matter is of such a nature that the interests of the institution will best be served, it may limit the activities of the respondent. It may do so by relieving the respondent of teaching and/or administrative duties pending final resolution of the conflict. However, contractual obligations of the institution shall continue until the matter is resolved.

f. The Review Committee shall proceed as follows:

1. The committee shall hold its first hearing no later than 60 days after the last committee member has been appointed.

2. The chairman of the committee shall notify the complainant and the respondent, at least 28 days in advance, of the date, time, and place of the said hearing.

3. If any part of the dispute involves a specific question of doctrine or doctrinal application, each party shall have the right to an opinion from the Commission on Theology and Church Relations. If it involves questions of Constitution or Bylaw interpretation, each party shall have a right to an interpretation from the Commission on Constitutional Matters. The request for an opinion must be made through the Review Committee, which shall determine the wording of the question(s). The request for an opinion must be made within four weeks of the final formation of the Review Committee. If a party does not request such an opinion within the designated time, such a request may still be made to the Review Committee, which shall, at its discretion, determine whether the request shall be forwarded. The Review Committee shall also have the right, at any time, to request an opinion from the Commission on Theology and Church Relations or the Commission on Constitutional Matters. When an opinion has been requested, the time limitations will not apply until the opinion has been received by the parties. Any opinion received must be followed by the Review Committee.

4. All hearings shall be private, attended only by the parties and the witnesses who can substantiate the facts relevant to the matter in dispute. The Review Committee shall establish the procedure to be followed in the hearing and the relevancy of evidence so that each party shall be given an opportunity to present fully its respective position. In performing its duty, the Review Committee shall continue efforts to reconcile the parties on the basis of Christian love and forgiveness. If a party is a board or commission of the Synod or its Districts, it shall be represented by its chairman or a designated member.

5. Within 60 days after completion of the final hearing, the Review Committee shall issue a written decision which shall state the facts determined by the committee and the reasons for its decision and forward them to the parties and the Board of Regents. The Board of Regents shall then take appropriate action, which shall be final.

g. However, if the complaint involves conduct under Bylaw 6.43 c 5 and 6, the complainant may take the complaint to the District President, who shall follow the procedure set forth in Bylaw 2.27.

h. If the committee decides there is a valid complaint (1) regarding matters under Bylaw 6.43 c 1–4, it may take whatever action it deems appropriate, including recommendation for termination of the employment contract, (2) regarding matters under Bylaw 6.43 c 5–6, it must refer the complaint to the District President, who shall follow the procedure set forth in Bylaw 2.27.

i. At every stage of the above-described procedure, all parties must be furnished copies of all documents filed.

6.49 Ecclesiastical Supervision

A faculty member who is on a roster of the Synod is under the ecclesiastical supervision of the Synod. In the event a member is removed from membership in the Synod pursuant to procedure established in these Bylaws, then that member is also considered removed from the position held and shall be terminated forthwith by the Board of Regents.

6.53 Modified Service and Retirement

a. The president of a synodical institution shall be relieved of his presidential responsibility at the end of the school year at which he reaches the age of 70.

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. Faculty members may request early retirement under the applicable provisions of the Concordia Retirement Plan. Upon retirement, faculty members who are ordained or commissioned ministers of religion are retained on the appropriate roster of the Synod on the basis of Bylaw 2.17, emeritus, and may, by action of the Board of Regents, be retained on the roster of their faculty as *emeriti* (Bylaw 6.27 c). Faculty *emeriti* shall be eligible for appointment to serve on other than a call basis for up to one academic year at a time, continuously or intermittently, until age 75.

d. Service loads and the conditions of service between retirement and age 75 shall be determined by the Board of Regents.

e. The compensation of a faculty member who is on modified service may be reduced provided that the Board of Regents shall, upon diligent and regular inquiry, satisfy itself that the total income available is sufficient to provide a level of living appropriate to that person's status.

6.55 Grants for Advanced Study

The Boards of Regents of the Synod's institutions shall provide funding for advanced study by instructional and administrative personnel when such additional study is deemed 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).

6.57 Sabbatical Leave and Leave of Absence

a. A Board of Regents may grant any member of the instructional staff who has served seven 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 a special field of work or in any other acceptable program of experience or research or to gain additional parish experience.

b. A Board of Regents may grant any member of the instructional staff a leave of absence for a fixed period of time to pursue advanced studies in a 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.

D. FINANCES

6.61 Uniform Accounting Methods

The Board for Higher Education shall, in consultation with the Board of Directors of The Lutheran Church—Missouri Synod, Inc., 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.

6.63 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 Regents 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.

6.65 Budget for Capital Improvements

On a regular basis, the schedule to be determined by the Board for Higher Education, the Board of Regents 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 of The Lutheran Church—Missouri Synod, Inc.

6.67 Objections to or Changes in Budget

The Board for Higher Education shall give notice to the respective Board of Regents 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 of The Lutheran Church—Missouri Synod, Inc., or the President of the Synod, as the case may be.

6.69 Contracts for Capital Improvements

Each Board of Regents 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.

6.71 Business Management

a. The Board of Regents, on recommendation of the president, shall appoint a business manager who 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 of The Lutheran Church—Missouri Synod, Inc. The business manager shall deposit all funds in a bank or banks designated by the Board of Regents, prepare regular financial reports to be transmitted to the Board of Regents through the president, submit the books, records, files, and inventories for inspection and audit, under bonding for the faithful performance of duties.

b. The Board of Regents 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 Regents for its review and approval.

c. All surplus institutional funds above an adequate working balance shall be deposited with the [Vice-President—Finance—]Treasurer of the Synod.

E. SPECIAL REGULATIONS

6.81 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 Regents 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 Regents and faculties for regular and special students and for the in-service education of pastors and teachers.

6.83 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.

6.85 Eligibility and Assignment of Certain Church Workers

a. An academic year of supervised internship (vicarage) is required of all seminary students before graduation, ordinarily in the second year before graduation. Every vicar shall be assigned by the Council of Presidents, acting as the Board of Assignments.

b. The faculties of the Synod's schools shall consider applications for temporary supply work by their students only when such applications have received prior approval of the respective District President.

F. ADMISSION TO THE PASTORAL MINISTRY BY COLLOQUY

6.87 Colloquy Committee

a. The Colloquy Committee for the Pastoral Ministry shall consist of a Vice-President of the Synod (appointed by the President of the Synod), the presidents of the theological seminaries at St. Louis and Fort Wayne, and the executive director of the Board for Higher Education in an advisory capacity. The Vice-President shall be chairman of the committee.

b. Each seminary shall have a colloquy examining committee, selected by its faculty.

c. The Colloquy Committee for the Pastoral Ministry and each seminary colloquy examining committee shall have the authority and responsibilities described in Bylaws 6.89–6.99.

6.89 Functions of the Committee

a. The Colloquy Committee for the Pastoral Ministry shall direct the synodical activity in matters of colloquies for the pastoral ministry.

b. The Colloquy Committee shall also establish and monitor academic and theological standards for admission to the office of the pastoral ministry by colloquy, and in the establishment of these standards, the committee shall consult the faculties of the theological seminaries at St. Louis and Fort Wayne.

c. The Colloquy Committee shall approve for admission to the colloquy program for the pastoral ministry those applicants who have been recommended for admission by a seminary colloquy-examining committee and to which no valid objection is made pursuant to Bylaw 6.95.

6.91 Eligibility for Admission to the Program

Only such male 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 colleges, whose names appear on the roster of the Synod as commissioned ministers of the Synod, and who have had at least 10 years of successful experience as commissioned ministers of the Synod and are communicant members in good standing of a congregation of the Synod;

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

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

5. communicant members in good standing of a synodical congregation who are mature, have at least 10 years of significant service at the congregational, District, or synodical levels, and have ordinarily graduated from an accredited college.

6.93 Applications for Admission to the Program

a. Applications for admission to the pastoral colloquy program shall be directed to the President of the District where the applicant resides.

b. The District President on receipt of an application shall transmit the application to the director of colloquy of the seminary chosen by the applicant. 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 work done by the applicant

3. Testimonials as to Christian character and life, personality, ability, and religious service from no fewer than three competent references who have known and observed the applicant for at least two 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 severed connection or is in the process of severing connection

5. If the applicant is a member of a synodical congregation, a testimonial from his parish pastor in regard to Christian character, life, personality, abilities, and parish experience.

c. A man who is a commissioned minister of the Synod shall in addition to the above testimonials present a recommendation from the education executive of the District in which he last served as a commissioned minister.

d. The seminary colloquy examining committee shall determine whether an applicant meets the requirements for admission and shall forward the application together with all required documents and its recommendation for disposition to the President of the District in which the applicant resides and to the chairman of the Colloquy Committee.

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

6.95 Publication of Notice

After the Colloquy Committee has received an application as provided in Bylaw 6.93, the committee shall publish notice of the application in an official periodical of the Synod. If no valid objection is received by the colloquy committee within four weeks after the publication of such notice, the applicant shall be accepted into the program. The committee, in its sole discretion, shall decide whether an objection is valid. Its decision shall not be the subject of any appeal.

6.97 Program of Instruction

a. After admission to the pastoral colloquy program, a full final academic year of resident training in one of the Synod's seminaries, as well as a vicarage under the seminary's auspices, ordinarily shall be required 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, not less than two full and up to three 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 the seminary's auspices, ordinarily shall be required 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 certified by the Synod's colleges and universities in teacher education who have at least 10 years of successful experience as commissioned ministers of the Synod.

c. After admission to the pastoral colloquy program, a minimum of two full academic years of instruction at one of the Synod's theological seminaries, at least one and one-half of which shall be in residence, as well as a vicarage under the seminary's auspices, ordinarily shall be required of all other colloquy candidates.

d. The seminary colloquy examining committee shall determine the course of study and length of vicarage for each colloquy student 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 colloquy examining committee 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 criteria by which the seminary colloquy examining committee shall judge a colloquy student's progress are to be based on his readiness for admission to the pastoral office, according to standards established by the Colloquy Committee, as demonstrated by

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

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

3. satisfactory completion of a supervised vicarage.

f. 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 seminary colloquy examining committee is authorized to waive or modify certain of the above-mentioned requirements in accord with the committee's good judgment. The seminary colloquy examining committee, after consultation with the Colloquy Committee for Pastoral Ministry, is authorized to license such men for special Word and Sacrament ministry, under the supervision of ordained pastors, for renewable terms of two years until completion of in-service and academic requirements.

g. In the case of men who have served at least 10 years in Word and Sacrament ministry and are currently licensed for preaching and administering the Sacrament by a District President, the synodical Colloquy Committee may itself carry out the entire colloquy process. This may be done only at the request of a congregation holding membership in the Synod and with the support of the appropriate District President. In such cases, the synodical Colloquy Committee may approve the ordination of such laymen who are found to be well-qualified, or may assign a program of study at its own discretion and may waive the requirement of a college degree;

h. All colloquy students 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.

i. Annual reports supplying information requested by the Colloquy Committee for the Pastoral Ministry shall be made by each seminary colloquy examining committee.

6.99 Certificate of Eligibility

a. The seminary's colloquy examining committee shall recommend to the faculty for endorsement those colloquy students who have satisfactorily completed the program and passed written and oral examinations.

b. The seminary whose faculty determines that a colloquy student for the pastoral ministry has satisfactorily completed the colloquy program shall

1. issue a certificate of eligibility to the colloquy student;

2. report its action to the chairman of the Colloquy Committee for the Pastoral Ministry and the appropriate District President;

3. publish a report of its favorable action in an official periodical of the Synod.

6.101 Placement

Every colloquy student whom the respective faculty declares qualified for the pastoral ministry shall be assigned his first call by the Council of Presidents acting as the Board of Assignments.

6.103 Report to the Convention

The Colloquy Committee shall render a full report on pastoral colloquy activities to each convention of the Synod.

G. ADMISSION TO THE TEACHING MINISTRY BY COLLOQUY

6.105 Colloquy Committees

a. The Colloquy Committee for the Teaching Ministry shall consist of a Vice-President of the Synod and two presidents of synodical institutions offering a bachelor's degree in teacher education. All members shall be appointed by the President of the Synod. The Vice-President shall be chairman of the committee.

b. Each institution that offers a bachelor's degree in teacher education shall have a colloquy-examining committee, selected by its faculty.

c. The Colloquy Committee for the Teaching Ministry and each institutional colloquy-examining committee shall have the authority and responsibilities described in Bylaws 6.107–6.117.

6.107 Functions of the Committee

a. The Colloquy Committee for the Teaching Ministry shall direct the synodical activity in matters of colloquies for the teaching ministry.

b. The Colloquy Committee shall also establish and monitor academic and theological standards for admission to the teaching ministry by colloquy, and in the establishment of these standards the committee shall consult the faculties of the synodical colleges and universities offering bachelor's degrees in teacher education.

c. The Colloquy Committee for the Teaching Ministry shall approve for admission to the colloquy program for the teaching ministry those applicants who have been recommended for admission by an institution's colloquy-examining committee and to which no valid objection is made pursuant to Bylaw 6.113.

6.109 Eligibility for Admission to the Program

Applicants for admission to the teaching ministry by colloquy shall be at least 25 years of age and shall be expected to be able to meet the following academic and theological requirements, comparable to the regular synodical teacher-education program, before their final examination:

a. A college program culminating in a bachelor's degree.

b. The satisfactory completion of certain required courses or their equivalent in education, doctrine, Biblical interpretation, church history, and churchly practice so as to meet the academic and theological standards established by the Colloquy Committee, of which courses a minimum of four regular program courses shall be taken with the faculty of a synodical college or university or with pastors, teachers, or laypersons authorized by that institution and residing in the applicant's geographical region offering a bachelor's degree in teacher education.

c. Student teaching under the supervision of a synodical institution offering a bachelor's degree in teacher education, or one year of successful teaching in a school recognized by Synod.

d. Graduates of the teacher education program of Valparaiso University need not meet the age requirement to apply for admission to The Lutheran Church—Missouri Synod teacher colloquy program.

6.111 Applications for Admission to the Program

a. Applications of men and women for admission to the colloquy program for the teaching ministry shall be directed to one of the synodical institutions offering a bachelor's degree in teacher education.

b. The application shall be accompanied by the following documents:

1. An autobiographical statement by the applicant setting forth clearly his or her background, religious affiliation, education, and reason for wishing to qualify for the teaching ministry in the Synod

2. Official transcripts of the applicant's collegiate education

3. A recommendation from the President (or his designee) of the District in which the applicant resides and whenever applicable, from the principal of the school where the applicant has most recently taught or is teaching

4. A testimonial to Christian character and life, personality, ability, and previous service from the applicant's pastor, and two references from previous employers or people who have known and observed the applicant for at least two recent years

c. The institution's colloquy examining committee shall determine whether an applicant meets the requirements for admission, and shall forward the application, together with all required documents, and its recommendation for disposition, to the following: the president of the institution at which the applicant proposes to study, the President of the District in which the applicant resides, and the chairman of the Colloquy Committee.

6.113 Publication of Notice

After the Colloquy Committee has received an application as provided in Bylaw 6.111, the committee shall publish notice of the application in an official periodical of the Synod. If no valid objection to the application is received by the Colloquy Committee within four weeks after the publication of such notice, the applicant shall be accepted into the program. The committee, in its sole discretion, shall decide whether an objection is valid. Its decision shall not be subject of any appeal.

6.115 Program of Instruction

The institution's director of colloquy shall supervise the appropriate qualifying program and, when all requirements have been met, recommend the student to its colloquy examining committee for a review of competency and readiness for admission to the teaching ministry. Ordinarily the institution's colloquy director shall participate in the final oral examination.

6.117 Certificate of Eligibility

a. The institution's colloquy-examining committee shall recommend to the faculty for endorsement those colloquy students who have satisfactorily completed the program and passed written and oral examinations.

b. The institution whose faculty determines that a colloquy student for the teaching ministry has satisfactorily completed the colloquy program shall

1. issue a certificate of eligibility to the colloquy student;

2. report its action to the chairman of the Colloquy Committee for the Teaching Ministry and the appropriate District President;

3. publish a report of its favorable action in an official periodical of the Synod.

6.119 Placement

Every colloquy student declared eligible for the teaching ministry shall be assigned his or her first call by the Council of Presidents acting as the Board of Assignments.

6.121 Report to the Convention

The Colloquy Committee shall render a full report on teacher-colloquy activities to each convention of the Synod.

H. ADMISSION AS DIRECTORS OF CHRISTIAN EDUCATION BY COLLOQUY

6.123 Colloquy Committees

The foregoing Bylaws 6.105 through 6.119 which are appropriate shall also generally be applied to applicants for recognition as directors of Christian education through the colloquy program. In addition, these applicants shall be expected to meet the academic and theological requirements comparable to the regular director of Christian education program.

I. ADMISSION TO THE DEACONESS MINISTRY BY COLLOQUY

6.125 Colloquy Committees

a. The Colloquy Committee for the Deaconess Ministry shall consist of a Vice-President of the Synod, the president of the synodical institution offering a bachelor's degree leading to deaconess certification and any advisory members deemed necessary. All members shall be appointed by the President of the Synod. The Vice-President shall be chairman of the committee.

b. The synodical institution offering a bachelor's degree leading to deaconess certification shall have a colloquy examining committee consisting of the director of deaconess colloquy, the chairman of the theology department, the dean of the College of Continuing Education, a member selected by its faculty and two active deaconesses appointed to two-year terms by the synodical institution's president. When a nonsynodically certified deaconess is the applicant, a representative of the applicant's agency shall be appointed by the synodical institution's president as an advisory member to the committee.

c. The Colloquy Committee for the Deaconess Ministry and the institution's colloquy examining committee shall have the authority and responsibilities described below.

6.127 Functions of the Committees

a. The Colloquy Committee for the Deaconess Ministry shall

1. direct the synodical activity in matters of colloquy for the deaconess ministry;

2. establish and monitor academic and theological standards for admission to the deaconess ministry by colloquy, and in the establishment of these standards, the committee shall consult the faculty of the institution offering a bachelor's degree leading to deaconess certification;

3. approve for admission to the deaconess colloquy program those applicants who have been recommended for admission by the institu-

tion's colloquy examining committee and to which no valid objection is made pursuant to Bylaw 6.133 below.

b. The institution's deaconess colloquy examining committee shall

1. initially receive and review applications to the deaconess colloquy program as described in Bylaw 6.131 c;

2. set a specific course of study for each colloquy student as described in Bylaw 6.135;

3. upon completion of the student's course of study, conduct a written and an oral examination of competency and readiness for admission to the deaconess ministry;

4. recommend to the institution's faculty for endorsement those colloquy students who have satisfactorily completed the program and passed the written and oral examinations.

6.129 Eligibility

The applicant shall be a communicant member in good standing of a congregation of the Synod and shall be able to meet the following academic and theological requirements, comparable to the regular synodical deaconess program, before her final examination:

a. The satisfactory completion of certain required courses or their equivalent in deaconess ministry, doctrine, Biblical interpretation, Biblical studies, church history and churchly practice so as to meet the academic and theological standards established by the Colloquy Committee, of which normally a minimum of eight regular program courses shall be taken with the faculty of a synodical institution which offers a bachelor's degree leading to deaconess certification.

b. Internship under the supervision of a synodical institution offering a bachelor's degree leading to deaconess certification or one year of successful deaconess ministry in a church or agency recognized by the Synod.

c. A college program culminating in a bachelor's degree; or in the case of an applicant who has a college-level education, considerable experience in church work and who has successfully completed *a* and *b* above but has no bachelor's degree, the institution's colloquy committee, in accord with the committee's good judgment and after consultation with the Colloquy Committee for Deaconess Ministry, is authorized to grant two-year renewable approval for deaconess ministry contingent upon the applicant actively seeking to obtain a bachelor's degree.

6.131 Applications for Admission to the Program

a. Applications for admission to the deaconess colloquy program shall be directed to the deaconess colloquy examining committee of the synodical institution offering a bachelor's degree leading to deaconess certification.

b. The application shall be accompanied by the following:

1. An autobiographical statement setting forth clearly the applicant's background, religious affiliation, education, and reason for wishing to qualify for the deaconess ministry in the Synod

2. Official transcripts of the applicant's collegiate education

3. A recommendation from the District President (or his designee) of the District in which the applicant holds communicant membership

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

c. The institution's deaconess colloquy examining committee shall determine whether an applicant meets the requirements for admission and shall forward the application, together with all required documents and its recommendation for disposition, to the following: the president of the institution, the President of the District in which the applicant holds communicant membership, and the chair of the Deaconess Colloquy Committee of the Synod.

6.133 Publication of Notice

After the Deaconess Colloquy Committee has received an application, the committee shall publish notice of the application in an official periodical of the Synod. If no valid objection is received by the Deaconess Colloquy Committee within four weeks after the publication of such notice, the applicant shall be accepted into the program. The committee, in its sole discretion, shall decide whether an objection is valid. Its decision shall not be subject to any appeal.

6.135 Program of Instruction

a. The institution's deaconess colloquy examining committee shall determine the course of study for each colloquy student on the basis of her needs and ecclesiastical background, determined by the student's application materials and an oral interview. In general, the course of study shall include items mentioned in Bylaw 6.129 a and b.

b. In exceptional cases and in cases of nonsynodically certified deaconesses, the colloquy examining committee may regard prior learning, educational attainments, or church-work experience as meeting portions of the aforementioned requirements, provided that the Synod's high professional standards for the deaconess's ministry are maintained.

c. The institution's director of deaconess colloquy shall supervise the appropriate qualifying program and, when all requirements have been met, recommend the student to the institution's colloquy examining committee for the final oral review outlined in Bylaw 6.127 b 3.

6.137 Certificate of Eligibility

The institution's faculty shall receive the deaconess colloquy examining committee's recommendation of a colloquy student as outlined in Bylaw 6.127 b 4. Upon the institution faculty's endorsement of the colloquy student, the institution shall

a. issue a certificate of eligibility to the colloquy student;

b. report its action to the chair of the Deaconess Colloquy Committee and the appropriate District President;

c. publish a report of its favorable action in an official periodical of the Synod.

6.139 Placement

Every colloquy student declared eligible for the deaconess ministry shall be assigned her first call by the Council of Presidents acting as the Board of Assignments.

6.141 Report to the Convention

The Deaconess Colloquy Committee shall render a full report on deaconess colloquy activities to each convention of the Synod.

VII. CERTIFIED CHURCH WORKERS, LAY

A. ELIGIBILITY AND CLASSIFICATION

7.01 General

Congregations that are members of the Synod, and other eligible entities, in addition to calling ordained and commissioned ministers of religion, may also wish to appoint one or more certified church workers, lay (hereafter referred to as consecrated lay workers), with the knowledge that the Synod seeks to help the congregations and other entities as they utilize these consecrated lay workers. For purposes of these Bylaws, other eligible entities shall be Districts, seminaries, colleges, and other agencies of the Synod (Bylaw 2.15), church-affiliated social-ministry organizations, recognized educational institutions, auxiliaries, and other recognized service organizations.

7.03 Eligibility

Men and women who have completed courses of study prescribed or approved by the Board for Higher Education and offered by one of the Synod's colleges or universities and who have been certified for service by their respective college or university are eligible for receiving appointments from congregations or other eligible entities as consecrated lay workers.

7.05 Classification

The classification of consecrated lay workers applies to the following positions or titles currently in use in the church:

1. Lay minister
2. Parish worker
3. Parish assistant
4. Lay teachers (teachers opting not to join the Synod)
5. Director of parish music
6. Lutheran social worker

B. INITIAL ELIGIBILITY AND ADMISSION OF INDIVIDUALS

7.21 General

1. Consecrated lay workers are individuals who have been declared qualified for a first appointment and assigned first appointments in accordance with Bylaws 7.23 and 7.25 and received by the rites of both consecration and installation. There is no inherent right to this position in the Synod, and the decision as to qualification for a first appointment and the assignment of first appointments shall be in the sole discretion of the Synod.

2. Each individual shall evidence an intent to accept the supervision of the Synod promptly after the assignment of first appointment and prior to consecration and installation. This is to be done by signing and filing with the President of the District in which this position will be initially held a statement, to be supplied by the District President, which acknowledges subscription to the Constitution of the Synod. Upon installation following consecration, the signing of that statement shall be

deemed equivalent to the consecrated lay worker placing himself/herself under the supervision of the Synod.

7.23 Eligibility

1. A graduate of an authorized synodical institution must be declared qualified for a first appointment and recommended by the faculty of the respective synodical institution before the effective date of the first appointment to service in the church, as assigned by the Board of Assignments as provided in Bylaw 7.25.

2. Candidates who may be declared qualified for first appointments are those who, before the effective date of the first appointment, will have satisfactorily completed the prescribed courses of studies and will have received diplomas from their respective institutions. In addition, they must have indicated complete dedication to their ministry and evidenced a readiness for service in the church. Finally, to be declared qualified and recommended by the faculties for their specific types of service in the church, the appropriate faculty must be satisfied that the individual will meet the personal, professional, and theological requirements of those who hold this position to which the individual aspires.

7.25 Assignment of First Appointments

1. The Council of Presidents, acting as the Board of Assignments, shall regularly assign to qualified graduates of synodical educational institutions as "first appointments" those appointments that have been duly extended by authorized congregations and synodical entities for consecrated lay workers if positions for which candidates are qualified are available.

2. Congregations and other eligible entities seeking to employ consecrated lay workers are encouraged to contact the appropriate placement officers of the colleges or universities where the programs are housed.

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

7.27 Consecration and Initial Installation

1. Prerequisites:

A candidate for one of the positions for which a consecrated lay worker is eligible may be consecrated and installed in a specific position when the following prerequisites have been met:

a. The individual shall have satisfactorily completed a course of study prescribed or approved by the Board for Higher Education and have received an appropriate degree, diploma, or certificate from a synodical college or university.

b. The individual shall have given evidence of a readiness and desire to serve a congregation or other eligible entity.

c. The individual shall have received endorsement by the proper faculty as a consecrated lay worker.

d. The individual shall have received and accepted an appointment from a congregation or other eligible entity.

2. Rites of consecration and installation:

The President of the District of which the appointing congregation is a member or in which the eligible appointing entity is located or with which it is otherwise identified shall be responsible for the rite of consecration of candidates. The rite of consecration will take place in the

presence of the congregation or other entity to which the candidate has been appointed. The District President shall issue a diploma of consecration.

3. Initial installation:

Acting under the authority provided in the Bylaws, the District President shall be responsible for initial installations of consecrated lay workers appointed to positions with congregations which are members of his District or with other eligible calling bodies subject to his ecclesiastical jurisdiction. The rite of installation shall always take place in the presence of the appointing congregation or other appointing body, except that in the case of lay missionaries appointed by the Synod, members of a faculty of a synodical institution, or institutional church workers, the rite shall take place in a setting approved by the District President.

4. Forms and practices:

The rites of consecration and rites of installation should be in accordance with forms and practices developed by the Synod for that purpose, and in all events the consecrated lay worker 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.

C. ECCLESIASTICAL SUPERVISION

7.41 Supervision

The consecrated lay worker shall be under the ecclesiastical supervision of the President of the District in which he/she is serving.

7.43 Certified Church Workers, Lay, Listing

Subject to the provisions of the Constitution and Bylaws, the District President shall be responsible for the initial placement of the names of all consecrated lay workers on the certified church workers, lay, listing of the Synod and also for their removal. A consecrated lay worker accepting an appointment to a congregation in a sister District, shall immediately report such decision to his/her District President and ask for a transfer. 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 consecrated lay worker, the District President of the sister District shall install or authorize installation of such consecrated lay worker. The District President shall be responsible for maintaining records of transfers into and out of his District.

7.45 Seeking Certified Church Workers, Lay, for Appointment

1. Congregations shall seek the advice of the respective District President when appointing consecrated lay workers.

2. If congregations which are members of the Synod shall desire to appoint and be served by consecrated lay workers, they shall appoint and be served only by consecrated lay workers who have been admitted to these respective ministries in accordance with the rules and regulations set forth in these Bylaws.

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

4. Workers who violate the requirements for eligibility for listing as consecrated lay worker and persist in such violation shall, after due

admonition, be removed from the listing of consecrated lay workers and shall no longer be eligible to serve in that capacity.

5. Notification of ineligibility for service shall be sent to the Council of Presidents.

VIII. SYNODICAL DISPUTE RESOLUTION

Preamble

When disputes, disagreements, or offenses arise among members of the body of Christ, it is a matter of grave concern for the whole church. Conflicts which occur in the body should be resolved promptly (Matt. 5:23–24; Eph. 4:26–27). Parties are urged by the mercies of God to proceed with one another with "the same attitude that was in Christ Jesus" (Phil. 2:5). In so doing, individuals, congregations, and various entities within the Synod are urged to reject a "win-lose" attitude that typifies secular conflict. For the sake of the Gospel, the church should spare no resource in providing assistance.

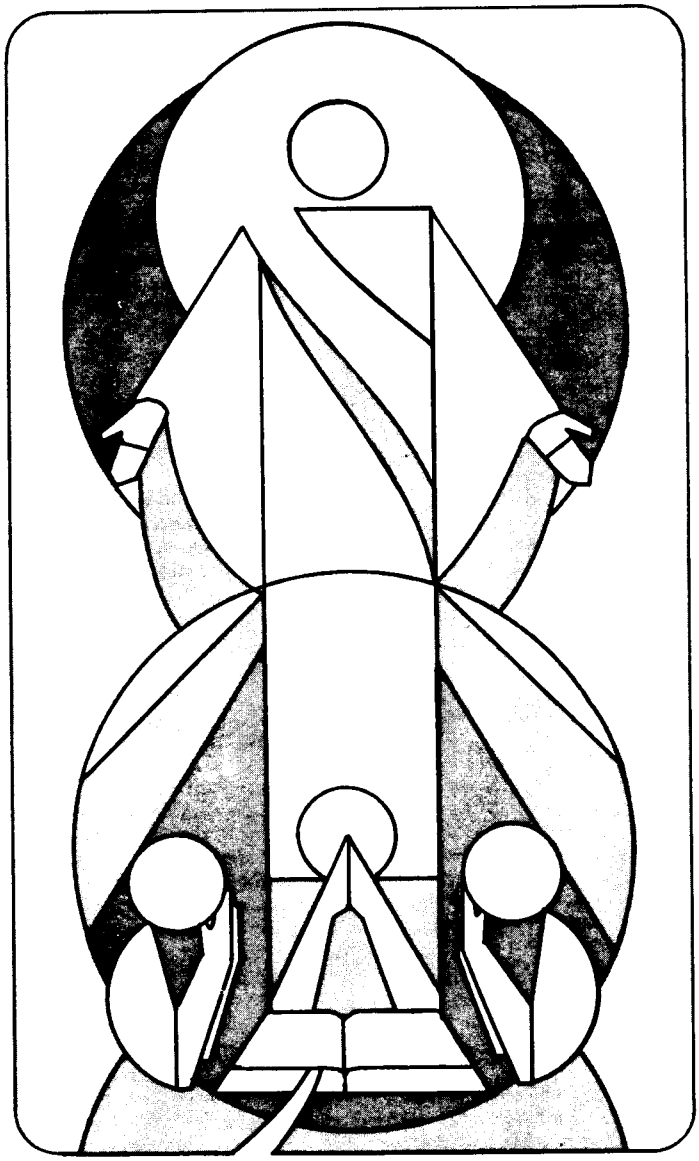
The Holy Scriptures (1 Cor. 6:1–7) urge Christians to settle their differences by laying them before the "members of the brotherhood." Therefore, the Synod in the spirit of 1 Corinthians 6 calls upon all parties to a disagreement, accusation, controversy, or disciplinary action to rely exclusively and fully on the Synod's system of reconciliation and conflict resolution. The use of the Synod's conflict resolution procedures shall be the exclusive and final remedy for those who are in dispute. Fitness for ministry and other theological matters must be determined within the church. Parties are urged, in matters of a doctrinal nature, to follow the procedures as outlined in Bylaw 2.39 c.

The words of Jesus in Matt. 18:15–20 provide the basis for church discipline for the local congregation. The same passage also grants Christ's guidance to all Christians in seeking to settle other disputes, many of which fall outside the purview of church discipline involving the congregation. In either case, the steps of Matthew 18 should be applied lovingly in both formal and informal settings. The parties and others attempting to effect resolution of a dispute must always remain mindful that the church has been given the "ministry of reconciliation" (2 Cor. 5:18). Hence, conflict resolution in the church is to lead to reconciliation, restoring the erring member in a spirit of gentleness (Gal. 6:1). Its aim is to avoid the adversarial system practiced in society.

The heart and center of all Christian conflict resolution is the justification of the sinner through grace in Christ Jesus. Biblical reconciliation of persons in conflict begins with God's truth that we are all sinners who have been reconciled to God through the death and resurrection of Christ Jesus. Christ's "ministry of reconciliation" is one of the church's foremost priorities.

Christian conflict resolution seeks to resolve disputed issues in a manner pleasing to God. Those in conflict are urged to proceed prayerfully in good faith and trust. Disputes are more likely to be resolved harmoniously if those involved in the conflict recognize one another as redeemed children of God.

Christians involved in conflict must always stand ready to ask for or extend forgiveness in accordance with Scripture. As the church endeavors to help bring about peace, truth, justice, and reconciliation, it always seeks to do so with a proper distinction between Law and Gospel, that is, in the context of God's judgment and mercy. We are ever to be mindful that it is God who judges the hearts of sinful men and grants His gracious word of forgiveness to us all.



When there is repentance and reconciliation, the body of Christ rejoices in its oneness with Christ and with one another.

8.01 Purpose and Objectives

This procedure is established to resolve, in a God-pleasing manner, disputes that involve as parties, members of the Synod, the Synod itself, a District or an organization owned and controlled by the Synod, persons involved in excommunication or lay members of congregations of the Synod holding positions with the Synod itself or with Districts or other organizations owned and controlled by the Synod and shall be the exclusive remedy to resolve such disputes. It is applicable whether the dispute involves only a difference of opinion without personal animosity or is one which involves ill will and sin which requires repentance and forgiveness. No person or entity to whom or to which the provisions of this chapter are applicable because such person or entity is a member of the Synod may render the provisions of this chapter inapplicable by terminating that membership.

8.02 Exceptions

This chapter does not prescribe an exclusive remedy in the following matters unless they involve theological, doctrinal, or ecclesiastical issues:

1. Disputes concerning property rights (e.g., real estate agreements, mortgages, fraud, or embezzlement)

2. Disputes arising under contractual arrangements of all kinds (e.g., contracts for goods, services, or employment benefits)

8.03 Definition of Terms as Used in This Chapter

Complainant—a party to a dispute who initiates action to settle conflict under the provisions of the Synod's dispute resolution process.

Dispute Resolution Panel—three persons who are reconcilers selected by blind draw, who shall hear matters in dispute between parties and assist in reconciliation or provide for a resolution of the dispute by rendering a final decision.

May—as used in this chapter the word *may* is permissive, expressing ability, liberty, or the possibility to act.

Reconciler—as used in this chapter, a member of The Lutheran Church—Missouri Synod or of an LCMS congregation who is appointed to be available to assist parties to a dispute with a view to reconciling them, or enabling them to adjust or settle their dispute and has completed the synodical training program.

A reconciler does not judge or take sides but rather, with the help of God, assists both parties to find their own resolution to the dispute.

Reply of respondent—a written response issued by a party to a dispute containing factual assertions that answer a complainant's statement of the matter in dispute.

Respondent—one who is a named party to a dispute brought by a complainant.

Shall—as used in this chapter the word *shall* is a word of command that must always be given an imperative or compulsory meaning.

Statement of the matter in dispute—a written concise statement containing factual assertions involving contended or conflicted issues between one or more parties. The statement may also contain a request for the type of relief to be granted.

8.05 Informal Efforts toward Reconciliation

Before any matter is submitted to the formal reconciliation process, the parties involved in a dispute must meet together, face to face, in a good-faith attempt to settle their dispute (Matt. 18:15).

8.07 Procedure for Reconcilers

a. If the complainant is of the opinion that such informal reconciliation efforts have failed, the complainant shall submit a request to the Secretary of the Synod or District, as appropriate, that a reconciler be appointed to assist in seeking reconciliation. Such request shall be accompanied by (a) a written statement of the matter in dispute and (b) a written statement setting forth, in detail, the efforts that have been made to achieve informal reconciliation.

b. The Secretary of the Synod or District, as appropriate, shall promptly select the reconciler in the manner hereinafter set forth and then notify the parties to the dispute as to the name and address of the reconciler. He shall also forward to the chosen reconciler and the respondent, the statement of the matter in dispute and the written statement of informal reconciliation efforts.

c. If the reconciler determines that informal reconciliation efforts have been inadequate, the reconciler shall direct the parties to engage in further informal reconciliation efforts. Such additional time shall not exceed 60 days.

d. If informal reconciliation efforts do not resolve the matter, the reconciler shall direct the respondent to submit to the reconciler and the complainant a written reply responding to the statement of the matter in dispute. The reconciler shall simultaneously arrange a formal reconciliation meeting with the parties to the dispute. Such meeting shall be scheduled by the reconciler at the earliest reasonable date possible, at a location which will minimize travel for the parties to the dispute.

e. At the formal reconciliation meeting, the reconciler shall listen to the facts as presented by the parties to the dispute and seek to reconcile their differences on the basis of Christian love and forgiveness. With the approval of the reconciler, each party may, in the manner described in Matt. 18:16, bring one or two persons to the meeting "so that every matter may be established by their testimony." Such meeting shall not be open to the public, nor shall any formal record be made thereof.

f. Upon conclusion of the formal reconciliation meeting or meetings, the reconciler shall prepare a written report which contains the actions of the reconciler, the facts agreed to, the facts remaining in dispute and whether reconciliation has been achieved. Attached to the report shall be

1. the statement of the complainant as to informal reconciliation efforts;

2. the statement of the matter in dispute;

3. any reply by the respondent.

The report and the attachments shall be forwarded to the parties to the dispute and the Secretary of the Synod or District as appropriate.

g. If the parties with the assistance of the reconciler have been unable to achieve reconciliation, the complainant shall notify the Secretary of the Synod within 30 days after receiving the report from the

reconciler, whether the matter is to be presented to a Dispute Resolution Panel.

h. If the complainant requests formation of a Dispute Resolution Panel, the Secretary of the Synod shall within 10 days select such a panel in the prescribed manner and then forward to each panel member a copy of the report of the reconciler with its attachments.

8.09 Procedure of Dispute Resolution Panel

a. The Dispute Resolution Panel shall meet in person, or by telephone conference, within 30 days after its appointment, for the purpose of selecting a chairman and secretary. After the chairman confers with the parties to the dispute, the Dispute Resolution Panel shall choose a location and a date for the formal hearing of the matter.

b. The formal hearing before the Dispute Resolution Panel shall take place within 60 days after the date of final selection of the panel members, unless there is unanimous consent by the panel members for a short delay beyond such 60 days for reasons the panel deems appropriate.

c. The following rules for the Dispute Resolution Panel shall apply:

1. It shall be private, attended only by the parties and the witnesses who can substantiate the facts relevant to the matter in dispute. The panel shall establish the procedure to be followed in the hearing and the relevancy of evidence so that each party shall be given an opportunity fully to present its respective position. In performing its duty, the panel shall continue efforts to reconcile the parties on the basis of Christian love and forgiveness.

2. Within 60 days after the final hearing, the panel shall issue a written decision which shall state the facts determined by the panel and the reasons for its decision.

3. The panel shall forward a copy of its decision to

a) each party to the matter in dispute;

b) the Secretary of the Synod;

c) the President of the Synod.

d) the President of the respective District

d. Within 30 days after receiving the decision of the Dispute Resolution Panel, any party to the dispute, or the President of the Synod if a question of doctrine or practice is involved (Art. XI B 1–3), may request a reconsideration by the panel. The President may also request that an opinion of the CCM or CTCR be obtained. Such request for a reconsideration shall be mailed to each member of the Dispute Resolution Panel and the other parties to the dispute, and shall be accompanied by a written memorandum stating the basis for the request, identifying the doctrine or practice with which the decision is in conflict. Within 30 days after receipt, the panel shall issue in writing its decision as to the request. If a reconsideration is granted, the procedure shall be the same as that followed in the prior hearing before the panel, except that the panel may decide to issue its decision on reconsideration without a further formal hearing.

e. The final decision of a Dispute Resolution Panel shall

1) be binding upon the parties to that dispute and not be subject to further appeal;

2) have no precedential value;

3) be carried out by the appropriate person, group, or member of the Synod;

4) be publicized as deemed appropriate under the circumstances by the District or synodical president.

8.11 Congregation's Right of Self-Government

The congregation's right of self-government shall be recognized. However, when a decision of a congregation is at issue, a Dispute Resolution Panel may review the decision of the congregation according to the Holy Scriptures 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 this decision, and the District involved shall take action with respect to the congregation as it may deem appropriate.

8.13 District Reconcilers

a. Within three months after the synodical convention, each District Board of Directors shall appoint a District roster of four reconcilers, no more than two of whom shall be pastors, from a list supplied by the Circuit Counselors of the District. The term of service shall be six years, renewable once. They shall be people "of good reputation, full of the Holy Spirit and wisdom" (Acts 6:3). Vacancies for an unexpired term shall be filled in the same manner by the District Board of Directors within 30 days following their occurrence.

b. One of the four shall be chosen by blind draw by the Secretary of the District to serve as reconciler in the following situations arising in the District:

1. Procedural questions involved in excommunication cases

2. Cases in which a member of the Synod shall have been removed from the position which that member holds in a congregation which is a member of the Synod

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

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

c. The members of the District roster of reconcilers of all the Districts shall comprise the synodical roster of reconcilers. One member of the synodical roster of reconcilers shall be chosen by blind draw by the Secretary of the Synod in all disputes except those (a) enumerated in section b above, or (b) cases under Article XIII of the Constitution, which shall follow the procedure set forth in section 2.27 of the Bylaws

d. Limitations on holding multiple offices do not apply to reconcilers.

8.15 Dispute Resolution Panels

a. The synodical roster of reconcilers shall comprise the list from which Dispute Resolution Panel members will be selected.

b. Each Dispute Resolution Panel shall consist of three persons, at least one of whom shall be a pastor and one a layman, selected as follows:

1. Nine names shall be selected by a blind draw from the Dispute Resolution Roster.

2. No member of a panel shall be from the District in which the dispute arose or, if it is a synodical question, from any District in which a party holds membership.

3. The list shall be mailed simultaneously to each party who shall

be entitled to strike three names and return the list to the Secretary of the Synod within one week.

4. The Secretary of the Synod will correct any problem in the panel membership by a further blind draw for removals or additions until the panel is constituted.

c. The panel shall elect a chairman and secretary.

8.17 Disqualification

a. The standard for disqualification of a reconciler or panel member shall be actual partiality or the appearance thereof. Any party to a dispute shall have the right to request disqualification of a reconciler or a panel member. If that individual does not agree to the disqualification, the decision shall be made by a separate three-member panel of reconcilers drawn for that purpose.

b. In the event that a reconciler or panel member is disqualified, another individual shall be chosen by blind draw.

8.19 Decisions

a. **Quorum:** A majority of the panel members shall be involved in all stages of the decision-making process.

b. **Majority vote:** If the parties cannot settle their dispute and be reconciled, the Dispute Resolution Panel shall issue a decision based on a majority vote of the panel. In the event that a majority decision cannot be reached, a new panel shall be formed immediately in accordance with the Bylaws and the matter reheard.

8.21 Rules of Procedure

a. Reconcilers and Dispute Resolution Panels shall be governed in all their actions by Holy Scripture, the Lutheran Confessions, and the Constitution and Bylaws of the Synod.

b. In the interest of promoting the reconciliation process, any member of the Synod, officer of a congregation, or officer of any organization owned or controlled by the Synod shall, when called upon by the Dispute Resolution Panel to do so, testify or produce records related to the dispute.

c. Each party to a dispute shall assume its own expenses. The expenses of reconcilers and Dispute Resolution Panels shall be borne by the Synod except for those which arise under Bylaw 8.13 b, which shall be borne by the District.

d. No party to a dispute nor anyone on the party's behalf, shall either directly or indirectly communicate with the reconciler or any member of the Dispute Resolution Panel without the full knowledge of the other party to the dispute.

e. While a matter in dispute is still undecided or while an appeal is contemplated or pending, publicity shall not be given to the issues in the matter by any of the parties involved.

f. Any party may seek, at its own personal expense, the assistance of individuals familiar with the issues involved in the dispute. They may actively participate in research and the preparation of necessary documents. At the hearing, however, each party shall represent itself without the presence of any advisers. If a party is a board or commission of the Synod or its Districts, it shall be represented by its chairman or designated member.

g. The Dispute Resolution Panel shall determine the number of witnesses necessary for a full and complete understanding of the facts

involved in the dispute. It shall question parties and witnesses directly and may also permit the parties to do so.

h. All records of disputes in which a final decision has been rendered by the Dispute Resolution Panel shall be placed in the custody of Concordia Historical Institute. All such records shall be sealed and shall be opened only for good cause shown and only after permission has been granted by a Dispute Resolution Panel, selected by blind draw for that purpose.

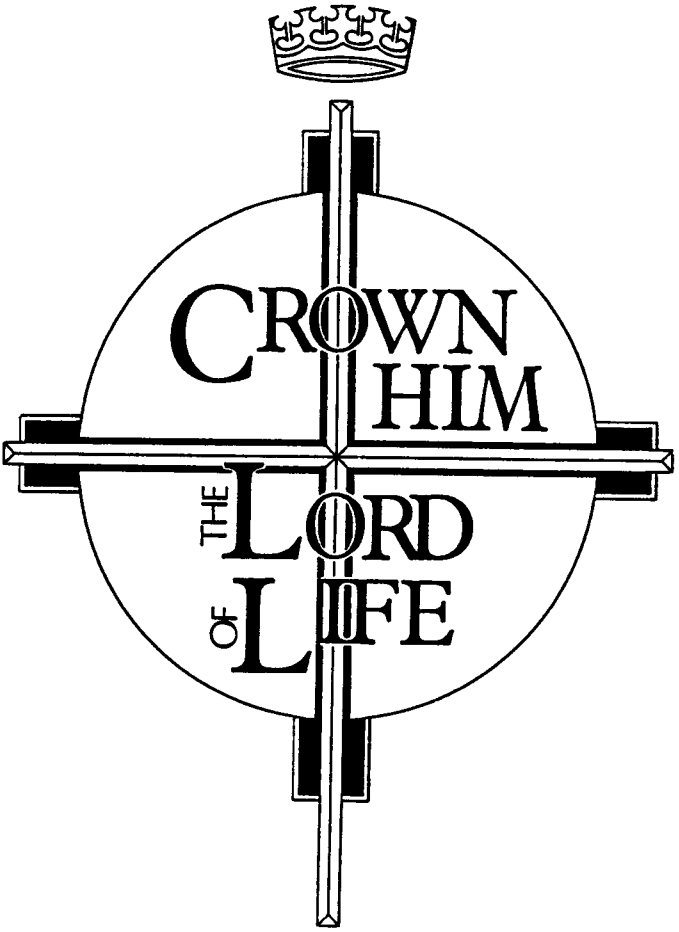
i. If any part of the dispute involves a specific question of doctrine or doctrinal application, each party shall have the right to an opinion from the Commission on Theology and Church Relations. If it involves questions of Constitution or Bylaw interpretation, each party shall have a right to an interpretation from the Commission on Constitutional Matters. The request for an opinion must be made through the Dispute Resolution Panel, which shall determine the wording of the question(s). The request for an opinion must be made within 4 weeks of the final formation of the Dispute Resolution Panel. If a party does not request such an opinion within the designated time, such a request may still be made to the Dispute Resolution Panel, which shall, at its discretion, determine whether the request shall be forwarded. The Dispute Resolution Panel shall also have the right, at any time, to request an opinion from the Commission on Theology and Church Relations or the Commission on Constitutional Matters. Any opinion so requested shall be rendered within 30 days or such greater time as the Dispute Resolution Panel may allow. When an opinion has been requested, the time limitations will not apply until the opinion has been received by the parties. Any opinion received must be followed by the Dispute Resolution Panel.

IX. RESOURCE DEVELOPMENT AND UTILIZATION

A. STEWARDSHIP

9.01 General

The Board of Directors of The Lutheran Church—Missouri Synod, Inc., shall have the responsibility for providing operating and capital funds for carrying out the work of the Synod and to that end provide for a Department of Stewardship under the board which will promote stewardship education and nurture. Its work shall be in accordance with the biblical principles of stewardship. To assist the board and the department, there shall be a Council on Stewardship as provided for in Bylaw 3.933.



9.03 Stewardship Support

In the area of stewardship support the department shall

a. provide input to the Foundation and other units of the Synod to assist them in including proper scriptural motivation in all gift programs;

b. provide to the Board for Parish Services advice and materials which will cultivate congregational members to continue to grow in living their lives as faithful stewards of Jesus Christ, effectively carrying out Christ's ministry and mission collectively through congregations and through the Synod and its agencies as well as in their day-to-day personal relationships;

c. provide, in consultation with Districts, materials and training events to aid Districts, pastors, and congregations in effectively teaching the grace of proportionate giving and in promoting their programs in the congregation and through the District and the Synod.

9.07 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 Department 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.

9.09 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. BUDGET AND WORK PROGRAMS

9.51 General

One aspect of stewardship is the management of the total resources God has given His people individually and collectively to carry out His mission and ministry. 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.

9.53 Budget Adoption Procedure

a. The Board of Directors of The Lutheran Church—Missouri Synod, Inc., shall establish policies and guidelines relating to the preparation of the annual budget and its adoption.

b. These policies and guidelines as detailed in the Board of Directors' policy handbook shall include, but are not limited to, the use of supporting data relating both to proposed revenues and expenditures from the synodical Districts, the Council of Administrators, and other agencies.

9.55 District Relations

a. Each District may invite a synodical representative to meet for mutual assistance in budget planning for mission and ministry together.

b. Each District shall arrange for adequate time at its convention for a report on the mission and ministry program of the Synod. Such a report shall be made by a representative of the Synod, assigned by the synodical President.

X. FRATERNAL ORGANIZATIONS

10.01 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.

10.03 Responsibilities of Pastors and Congregations

a. Pastors and laypeople 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 that person to see the inconsistency of contradictory confession and witness;

2. has renounced to the pastor and/or church council the unchristian or antichristian character of the organization in which membership is held.

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.

XI. DOCTRINAL REVIEW

11.01 Definition

a. Doctrinal review is the exercise of the Synod's responsibility for every doctrinal statement made in its material as defined in Bylaw 11.03.

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

c. The primary responsibility for doctrinal supervision and review lies with the President of the Synod (Constitution, Art. XI B 1).

11.03 Material Subject to Doctrinal Review

a. All official periodicals and journals of the Synod as well as any material with doctrinal content issued publicly by boards, commissions, or other subordinate groups of the Synod except as stipulated in these Bylaws shall be subject to doctrinal 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 District is accountable to the Synod through its respective President and Board of Directors for the content of all of its published materials.

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

e. Auxiliary organizations recognized by chapter XIV 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 Constitution, the President of the Synod shall require doctrinal review.

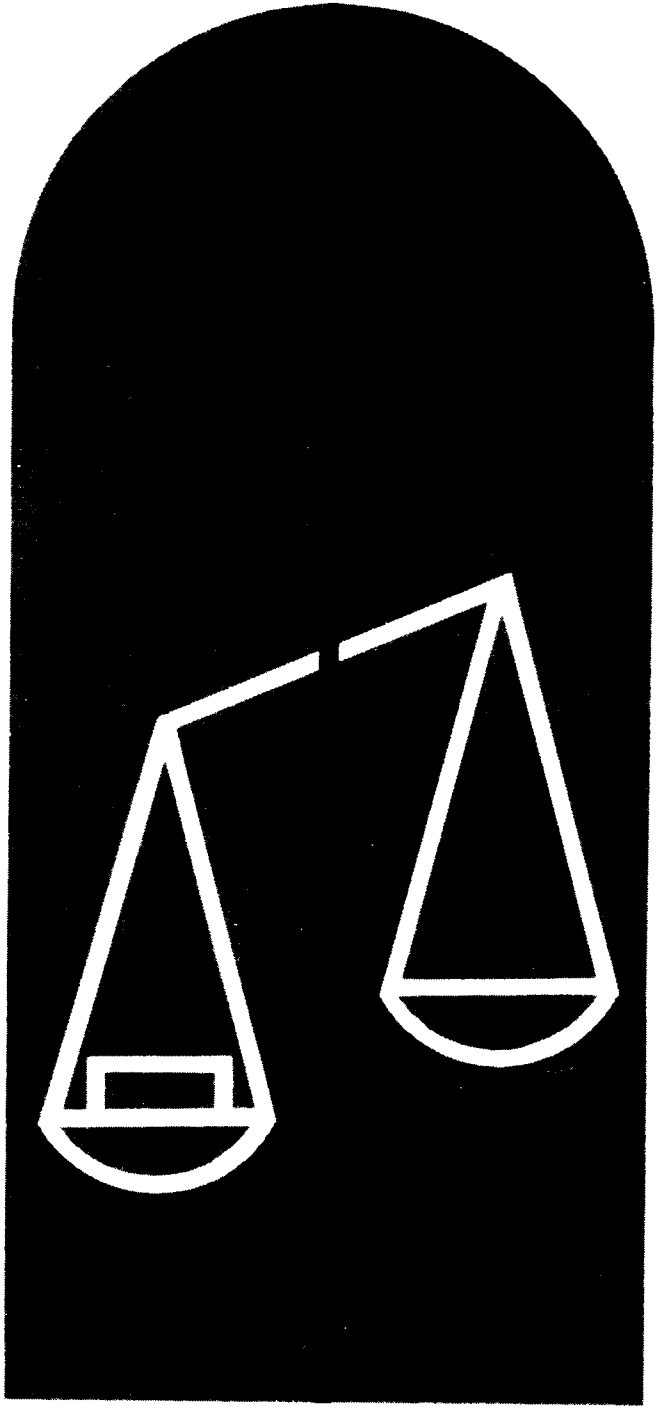
f. In the case of broadcasts over the Synod's radio station by other than regular staff members, individuals must be held responsible for their own material, since it is not feasible to apply the process of doctrinal review to such broadcasts.

g. Official reports of the boards, commissions, and committees of the Synod prepared in response to directives from the Synod shall not be subject to doctrinal review.

11.05 Personnel and Appointment

a. Each board, commission, and other subordinate group of the Synod shall advise the President of the Synod of the number and desired competency of doctrinal reviewers needed by it and may suggest a list of qualified persons. The President of the Synod shall appoint reviewers for each group according to its needs. They shall be broadly representative of the ministry of the Synod.

b. Reviewers shall be appointed for renewable three-year terms. An appointment may be terminated prior to the completion of the appointed term if the reviewer is unable or unwilling to carry out the reviewing tasks assigned. In the event of such termination, the President of the Synod shall appoint another reviewer to complete the unexpired term.



11.07 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 doctrinal content with the Scriptures and the Lutheran 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 resolutions of the Synod be clearly identified as such.

11.09 Procedure for Doctrinal Review

a. Each board, agency, or group shall establish procedures that insure that its material as specified in Bylaw 11.03 be sent for doctrinal review to one of the reviewers referred to in Bylaw 11.05.

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 satisfaction of the producing group and the publisher.

c. The identity of authors and reviewers shall not be disclosed without the approval of the President. Consultation may at times be advisable, however, where clarification is necessary.

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

e. The reviewer may request that specific material 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 involved, 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 Commission on Doctrinal Review under the appeals procedure stated in Bylaw 11.13.

11.11 Commission Functions

a. The Commission on Doctrinal Review shall meet as often as necessary, effect its own organization, and elect its officers.

b. Its duties shall be

1. to provide guidelines for the work of the doctrinal reviewers;

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

11.13 Appeals Procedure for Materials Prior to Publication

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 Commission on Doctrinal Review.

c. After receipt of an appeal, the chairman of the Commission on Doctrinal Review shall inform all concerned and shall appoint three members of the commission to serve as a review panel and shall des-

ignate 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 Commission on Doctrinal Review is concerned. A report together with the panel's minutes shall be submitted to the chairman of the Commission on Doctrinal Review.

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

11.15 Appeals Procedure for Materials Already Published

a. A challenge to the doctrinal review certification of a published item may be initiated by any member of the Synod.

b. A challenge to the doctrinal review certification of a published item should be submitted to the chairman of the Commission on Doctrinal Review.

c. In order for the Commission on Doctrinal Review to consider a challenge, the challenger is obliged to provide specific references of how the published item is not in agreement with Scripture and the Lutheran Confessions.

d. After receipt of the challenge, the chairman of the Commission on Doctrinal Review shall inform the President of the Synod, the sponsoring group, and Concordia Publishing House, and shall appoint three members of the commission to serve as a review panel, and shall designate one as its chairman.

e. To aid in maintaining objectivity, the identity of the challenger and the identity of the panel will ordinarily not be disclosed.

f. The panel shall after reviewing the published material declare

1. the doctrinal review certification of the published material is affirmed because the item is in agreement with Scripture and the Lutheran Confessions, or
2. the doctrinal review certification of the published material is revoked because the item is not in agreement with Scripture and the Lutheran Confessions.

g. If the panel revokes the doctrinal review certification, it must identify the part(s) of the item in need of clarification, amplification, and/or deletion in order to bring it into agreement with Scripture and the Lutheran Confessions and withdraw the publication until such agreement is reached.

h. The panel will appoint one of its members to be the doctrinal reviewer for the recycling of the revised material to assure the item's agreement with Scripture and the Lutheran Confessions if republished.

XII. PUBLICATIONS

OFFICIAL PERIODICALS

12.01 Editorial Policy

a. *The Lutheran Witness* and the *Reporter* shall be the official periodicals of the Synod.

b. They shall as a primary purpose promote growth and strengthen the individual Christian life, include official reports and notices, promote the Synod's work, provide current synodical news, transmit to the congregations information concerning the Synod's positions and programs, assist congregational leaders in developing coordinated programs, facilitate the exchange of information concerning successful methods of practical church work, serve as a forum for the responsible exchange of opinion on issues confronting the Synod, and report general church news of interest to the Synod.

c. The Board for Communication Services shall be responsible for the official periodicals, coordinating the Standing Committee on News and Information as appropriate.

12.03 Editors

The director of news and information services, who also serves as executive director of the Synod's official periodicals, shall be appointed by the Board for Communication Services from a list approved by the Council of Presidents.

12.05 Doctrinal Review

Matters relating to doctrine shall be approved under the prescribed procedure for doctrinal review before publication.

XIII. INTERCHURCH RELATIONS

A. NATIONAL INTER-LUTHERAN ENTITIES

13.01 Representation

Representatives of the Synod to various national inter-Lutheran entities in which the Synod in convention or through the synodical Board of Directors has authorized holding membership shall be named by the President of the Synod on recommendation of the Council of Administrators. These representatives shall participate in the activities of the respective inter-Lutheran entities according to the constitutions and bylaws of those entities and in keeping with the theological and constitutional principles of The Lutheran Church—Missouri Synod. These representatives shall submit formal reports to the President and keep the Council of Administrators informed of the activities of each such entity.

13.02 Privileges

a. Ordained and commissioned ministers of the Synod shall be entitled to be active members of the Synod while serving a national inter-Lutheran entity of which the Synod is a member.

b. Such entities will be eligible to be "employers" under the various Worker Benefit Plans of the Synod unless the policies of such a plan preclude such organization as an eligible employer.

B. CHURCH FELLOWSHIP

13.03 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 Mission Services with the approval of the Commission on Theology and Church Relations.

XIV. AUXILIARY AND OTHER RECOGNIZED SERVICE ORGANIZATIONS

14.01 Auxiliaries

a. *Definition.* An organization desiring to be recognized as an auxiliary of the Synod may apply for that status to the synodical convention through the Board of Directors of The Lutheran Church—Missouri Synod, Inc., if it satisfies the following requirements:

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

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

3. 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.

4. It operates with freedom and self-determination as a ministry, independent of the Synod 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 outlined in section 14.01 c of these Bylaws.

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

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

b. *Process for recognition.* An organization is given auxiliary status only through synodical 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 Board of Directors of The Lutheran Church—Missouri Synod, Inc., based on consultation with the organization in question.

The following organizations are the only ones recognized as synodical auxiliaries:

1. International Lutheran Laymen's League

2. International Lutheran Women's Missionary League

c. *Responsibilities.* An auxiliary shall

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

2. provide the Synod with an annual program report;

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

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

5. be responsible for its own debts and liabilities and so indicate in all of its agreements of a financial nature, statements of ownership, financial offers, and other legal documents, agreements, and 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 regarded as an endorsement by the Synod of its organization and administration, or as 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;

6. honor and uphold the doctrine and practice of The Lutheran Church—Missouri Synod as set forth in the Scriptures and the Lutheran Confessions.

d. *Privileges.* Being a recognized auxiliary of the Synod gives the following privileges:

1. Eligibility of ordained and commissioned ministers of the Synod serving such organizations to remain on the membership rosters of the Synod as "active members," if otherwise eligible.

2. Eligibility for obtaining church extension loans from the Lutheran Church Extension Fund—Missouri Synod, unless the policies of LCEF preclude such organization as an eligible borrower.

3. Eligibility to be an "employer" under the various Worker Benefit Plans of the Synod unless the policies of such a plan preclude such organization as an eligible employer.

4. Recognition of the auxiliary in the *Handbook* of the Synod and listing of the organization in *The Lutheran Annual* as an auxiliary of the Synod, provided that such listing shall be prefaced by a statement that recognition is not a guarantee on the part of the Synod for the fiscal solvency of the auxiliary, or any financial responsibility for such organization or for services expressly or impliedly offered.

5. The opportunity to report to conventions of the Synod.

6. The opportunity to raise funds within the Synod to support the auxiliary's programs.

14.03 Recognized Service Organizations

a. A service organization, other than auxiliaries, that extends the mission and ministry of the church may be recognized by the Synod. As such, recognized service organizations shall identify themselves with the mission of the Synod but shall not be a part of the Synod's constitutional structure. They shall establish and develop their own objectives, activities, and programs.

b. Recognized service organizations include social-ministry organizations that have been granted recognized-service-organization status by the Board for Human Care Services. Also included are elementary and secondary schools that have an identity distinct from that of a single-member congregation of the Synod and are recognized by the Board for Parish Services and other organizations formally recognized by boards designated by the Board of Directors of The Lutheran Church—Missouri Synod, Inc. Councils composed of other entities and foreign organizations are not eligible for such status.

c. Applicants for recognized-service-organization status are made to the Board of Directors of The Lutheran Church—Missouri Synod, Inc., for assignment to the appropriate board.

d. Recognition shall be under common policies established by the Board of Directors of The Lutheran Church—Missouri Synod, Inc., which shall include

1. conditions for recognition;

2. the process for recognition;

3. the responsibilities and privileges of recognition;

4. procedures for recognizing the necessity of respect for and action which is not contrary to the doctrine and practice of the Synod as set

forth in the Scriptures and the Lutheran Confessions and procedures for conforming with the applicable resolutions of the Synod;

5. assurance that recognition as a service organization is not an endorsement by the Synod or a guarantee of financial responsibility for the debts and obligations of the organization or for services provided or offered;

6. provisions for appropriate boards to establish additional criteria to meet their unique needs.

XV. AMENDMENTS TO BYLAWS

15.01 How Made

Amendments to the Bylaws may be made

1. by the convention 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; or

2. by a two-thirds majority of the Board of Directors, in exceptional circumstances and upon the express direction of the convention, incorporating into the *Handbook* of the Synod amendments to the Bylaws that are necessary to implement resolutions adopted by the synodical convention. Such amendments shall be drafted by the Secretary of the Synod and shall be reviewed by the Commission on Constitutional Matters.

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 1333 S. Kirkwood Road, 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 power 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 three 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 voting members of the Board of Directors shall consist of the President and Secretary of The Lutheran Church—Missouri Synod and such additional directors as shall be elected from time to time in accordance with the Bylaws of The Lutheran Church—Missouri Synod. The First Vice-President and the Treasurer shall be nonvoting members of the board.

The officers, voting members of the Board of Directors, the First Vice-President, and the Treasurer shall be elected at the general meetings of The Lutheran Church—Missouri Synod 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 regular 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 approved July 3, 1894. They 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.

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