Southwestern Texas Synod

Evangelical Lutheran Church in America
God’s work. Our hands.

The Call Process –
A Spirit-led Time of Renewal
Southwestern Texas Synod
Call Committee Handbook

Version 2: 11/15/12
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Dear Congregational Leaders:

The Scriptures abound with stories of how the Holy Spirit is at work calling leaders into positions of responsibility and trust. You are now involved in a time of trusting the will of God for your congregation as you begin this period of prayerful discernment. There is no reason to be in a hurry because God is with you and the congregation during this time of leadership transition. God is with you healing old wounds, guiding and renewing you towards a new future, and walking closely by your side as you witness and serve in Christ’s name.

This Call Process Manual represents our best wisdom in how we as a synod work together faithfully with congregations, Councils and Call Committees to assist you in finding and calling the right person to be your next pastor.

The staff and I believe strongly that this is indeed A Spirit-led Time of Renewal. We will share our time and energy with you from the very beginning of this process because we are thankful to be in partnership with you in ministry and mission. We will pray for you and for the guidance of the Holy Spirit in this Call Process. If you have any questions, please feel free to give us a call.

May God bless you in this Spirit-led time of renewal.

Faithfully in Christ,

[Signature]

The Rev. Dr. Ray Tiemann
Bishop
THE SPIRITUAL WORK OF THE CALL PROCESS

Introduction
The time of calling a Pastor can be a special time for reflection and prayer in the life of a congregation. This time of transition is an opportunity for the Council to provide encouragement, trust in God, unity and spiritual growth. Prayer, Bible study, and regular devotions keep the leadership spiritually centered as it guides the congregation in grieving its loss, assessing the current congregational strengths and weaknesses, creating a vision for mission and ministry, and calling a new pastor.

Prayer, Bible Study, Devotions and Theological Reflection are tools that will help you as you move through the Call Process. With these tools a congregation learns not only the mechanics of the Call Process but also the spiritual nature of what is happening. There are suggested resource materials in Appendix 1. Here is your spiritual work:

1. Begin with prayer every time members of the Congregation gather.
2. Regularly include reflections in newsletters, bulletins and the congregational website that tell of the Call Process and invite people into a deeper understanding of Call.
3. In church during worship, during meetings, in bulletins, as part of announcements, in newsletters and on the website, there should be regular communication of the Call Process and invitations to pray. All of the places that communicate the work of the Congregation are opportunities for sharing the Call Process and inviting people into a process of spiritual growth.
4. The whole community needs to always be in prayer. During this process the prayer is focused on the Call Process as well as the other community concerns. Every group and committee should be furnished with information about the Call Process and be asked to share in this spiritual work.
5. The Leadership begins its meetings with Bible study, devotions and prayer before beginning its various tasks. The Leadership should also provide suggested prayers, biblical material and other devotional materials to other groups in the congregation.

Understanding "Call"
WHAT THE AUGSBURG CONFESSION SAYS:
The Lutheran Church looks to the documents called "The Lutheran Confessions" for its understanding of scripture, the faith and the church. Chief among these documents is the Augsburg Confession, written by Martin Luther and other reformers in the city of Augsburg (Germany) in 1530. These short, concise statements help us understand the nature of the office of ministry in the Lutheran Church:

"We cannot obtain forgiveness of sin and righteousness before God by our own merits, works or satisfactions. We receive forgiveness of sin and become righteous before God by grace, for Christ’s sake, through faith, when we believe that Christ suffered for us and that for his sake our sin is forgiven and righteousness and eternal life are given to us."
(Article IV, The Augsburg Confession)

"To obtain such faith God instituted the office of the ministry, that is, provided the Gospel and the sacraments. Through these he gives the Holy Spirit, who works faith, when and where he pleases, in those who hear the Gospel."
(Article V, The Augsburg Confession)

"Nobody should publicly teach or preach or administer the sacraments in the church without regular call." All Christians are called to the ministry of serving God and neighbor, but for the sake of good order in the church certain Christians are specially called to the ordained ministry of Word and Sacrament."
(Article XIV, The Augsburg Confession)
THE CALL TO MINISTRY
It is through the Church that God calls some Christians to ordained ministry. Once that Call is discerned, the candidate devotes years to study, training and preparation under the guidance of the whole Church through the Bishop and the Candidacy Committee.
In a similar way, it is through the Church that God calls ordained ministers to a specific pastorate. Not only does the local congregation participate in the Call Process, but so does the whole Church through the office of the Bishop. Just as the whole Church took an active role in the Call to ordination, so now the whole Church takes an active role in the Call to a specific ministry.

This is shown in the fact that once a person is approved for ordination, the candidate must receive and accept a call to a specific ministry in order to be ordained. Ordination may occur in a local church, but it is always an ordination by the whole Church as shown in the presence of the Bishop at the ordination service.

THE CHURCH AND CALL
The local church is fully the Church, but the local church is not all the church there is. The local church calls a person to be its pastor, but the whole Church has a stake in who is called and how the Call Process is handled. The Call Committee, the Council and, eventually, the entire congregation participate fully in the process. But so does the Bishop, who represents both the interest and the commitment of the whole Church in seeing that the Pastor-called is suited to ministry under the Call that is extended.

The Bishop has a deep concern for the well being of the congregation’s life and ministry. The Bishop also has a deep concern for the person and gifts of the prospective pastor. In the Call Process the Bishop, the Congregation and the prospective pastor work together with the guidance of the Holy Spirit to bring about a new partnership that is faithful to the Gospel, empowers the local church in its ministry, and strengthens the whole Church as people of God.

WHAT IS A "CALL"?
On the basis of our Lutheran theology, a pastor is called, not hired, to serve a congregation. The Call Process is not the same as the hiring process in other parts of society. Any process that seems to focus on “head hunting,” résumé shuffling, or high anxiety interviews is missing the point in the calling of a pastor. A call is one element in the Church’s seeking and following God’s movement into the future.

The Call Process is not a pageant, in which contestants present themselves to their best advantage so they will be the winners. The Lutheran Call Process is unique because it is an effort to discern what God wants for the local church and for the whole Church in order that the Gospel may be proclaimed and the sacraments administered in accordance with the Gospel.

In order for a call to be issued there must be first a congregational vote for the candidate, second the President and Secretary of the Congregation must sign The Letter of Call representing the Congregation’s decision and finally the Bishop must sign The Letter of Call representing the whole Church.
**Call Committee Check List**

<table>
<thead>
<tr>
<th>Task</th>
<th>Details</th>
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<tr>
<td>Take picture of call committee / post in narthex / web / include names and contact information</td>
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<td>Write article for newsletter / introduce members / use bulletin insert</td>
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<td>Schedule congregational event*</td>
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<td>Schedule Healthy Congregations Workshop 1 training</td>
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<td>Download and complete MSP (Ministry Site Profile)</td>
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<td>Submit profile to ELCA Website</td>
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<td>Receive candidate profiles</td>
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<td>Schedule Healthy Congregations Workshop 2*</td>
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<td>Update Rev. Briner weekly via email: <a href="mailto:sbriner@swtsynod.org">sbriner@swtsynod.org</a></td>
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<tr>
<th>Candidate Name</th>
<th>1st Contact Date</th>
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Vote on final candidate  2/3 majority of Call Committee

Submit name To Church Council

Call Chair, President of Council & candidate discuss compensation package

Council vote to accept candidate  2/3 majority

Invite candidate and spouse/family to visit congregation / weekend event

**STOP! YOU MUST COMPLETE THE COMPENSATION FORM AND SEND IT TO THE SYNOD OFFICE FOR REVIEW BEFORE YOU CAN CONTINUE PAST THIS POINT!**

Set date for congregational vote / 2 weeks written notice to members

Contact synod for synod representative to attend Call meeting / ask for Carrie Blank

Synod office mails official Call documents / given to Congregation President

Congregational vote  2/3 to accept candidate / Simple majority for compensation package

Immediately contact candidate with results of the Congregational vote

Mail signed call papers to synod office / forward to candidate

Receive acceptance / rejection of Call from candidate (up to 30 days)

Upon acceptance of Call contact your Conference Dean / set up installation date & time

Schedule Healthy Congregations Workshop 3*

*Optional, but strongly recommended

**Remember!**

Maintain regular contact with the candidates!

Inform released candidates of your decision immediately!

Email Pastor Briner weekly as to your activity!
FREQUENTLY ASKED QUESTIONS ABOUT THE CALL PROCESS

How long will it take to find a pastor?
Every Call Process varies in length. Once the Call Committee is formed, it will normally take between 6 months and 1 year, but some last longer. The length of the process depends on the number of candidates interviewed; the time call committee and candidates have available for conversation, and the needs of the congregation for grieving and preparation for the next pastor.

What are the sources of names provided by the Office of Bishop to the Call Committee?
The names of the candidates come from a variety of places, including:

- Pastors from Southwestern Texas Synod asking to be available for conversation with Call Committees and having submitted their Rostered Leader Profile.
- Pastors from other synods who have asked that their Rostered Leader Profile be shared with congregations in Southwestern Texas. Please note that Candidates from outside Southwestern Texas must be given clearance by their Synodical Bishop to our bishop before they can be considered for an interview.
- Pastors identified by the Bishop and Bishop’s staff as particularly suited for a congregation.
- Recent seminary graduates awaiting their first Call.
- Pastors suggested by members of the Congregation can also be shared with our office to look into as potential candidates.

Will there be Pastors willing to talk with our Call Committee?
The answer is almost always “yes.” In highly specialized situations or in part time ministry opportunities there may be fewer candidates to consider; however, in general, the Holy Spirit is able to bring gifts and needs together.

Should we follow compensation guidelines?
Yes. While not every congregation is able to reach or exceed the recommended figures, the guidelines serve as benchmarks to guide congregations and candidates in helpful conversation regarding what is fair and adequate. If compensation is far below guidelines, fewer candidates may be able to consider the Call to a particular congregation - a part-time Call should be explored. Please refer to Compensation Guidelines for information on Part time calls.

Can we invite the candidates to preach in our congregation on a Sunday morning?
No, we do not suggest that candidates be invited to preach in a congregation where they are being considered. If a candidate preaches in a congregation, the entire congregation becomes involved in the overall process and members are put in the position of deciding on that person’s merit on the basis of worship leadership and one sermon alone, which is only one of many elements of pastoral ministry. The effect is to displace the careful, prayerful discernment of the Call Committee. Call Committees should travel to the Pastor’s congregation or to a neutral site to hear him or her preach. When a Pastor being considered is not presently serving a site the Synod staff can assist in setting up a supply location for him or her to preach and lead worship where the call committee could go to participate in worship.

Should spouses of Call Committee members travel and visit with the Call Committee?
No. It is better for the Call Committee to travel and interview without spouses since spouses have not been selected to participate in the call process. Committee members need the freedom to interact with complete confidentiality as those chosen to represent the congregation.

Should the congregation expect there to be expenses related to the work of the call committee?
Yes. Mileage reimbursement to committee members AND to any candidates who interview with your committee can be expected. The committee may also have receipts for expenses related to meals or refreshments provided. We recommend that you use the standard IRS mileage rate for reimbursement. Often councils will designate the expenses of the call committee and the process out of any remainder left in your pastoral compensation package.

Should there be alternate members of the Call Committee?
We do not recommend alternate members; however, if alternates are elected or appointed, they should attend all meetings of the Call Committee and have voice, but should not vote unless a regular member of the Committee finds it necessary to relinquish his or her position.
CALL PROCESS SUMMARY

We believe the call process for any congregation is a “Spirit-led time of renewal.” It is our general custom to set an initial meeting between the Congregational Council/Call Committee and the Bishop’s Associate to review the steps of the Call Process. (Note: most of these steps also pertain to calling a lay Rostered leader.)

**Step 1.** The Call Committee is established according to congregational constitutional provisions. The members of the Committee are installed and are publicized to the congregation using a variety of means.

**Step 2.** The Office of Bishop may conduct a Council/Call Committee visit, including setting a date for the “Congregational Event.”

**Step 3.** The Office of the Bishop may provide leadership for a “Spirit-led Time of Renewal Congregational Event.”

**Step 4.** If this has not already occurred, the Congregation is asked to set up and participate in “Healthy Congregations” Workshop #1. Workshops #2 & #3 are highly recommended as follow up for each congregation in call process. Workshop #3 is designed to be done a few months after your new pastor is settled into this new call.

**Step 5.** The Call Committee develops and submits to the Bishop’s office a “Ministry Site Profile” and a compilation of the data collected at the Congregational Event or through the intentional interim process. The Ministry Site Profile (MSP) can be accessed online at www.elca.org/call; click on MSP and follow instructions for completion.

**Step 6.** The Office of the Bishop enters into a time of intentional prayer and discernment to find and determine potential candidates to offer your Call Committee for interviews.

**Step 7.** The Committee receives names of candidates from the office of the Bishop and begins the interview process. The Call Committee interviews candidates, remains in contact with the Bishop’s Office and ultimately recommends a Pastor to the Council.

**Step 8.** The Council recommends the candidate to the Congregation (a 2/3 majority), with a recommended Compensation package (simple majority), (they may first wish to interview the candidate) and sets a Congregational meeting date. The Compensation package is then sent to the Bishop’s Office for review.

**Step 9.** Congregation votes to extend a call to this pastor (a 2/3 majority), and on a second ballot votes on the compensation package (simple majority).

**Step 10.** The Candidate has up to 30 days to decide on the call. If he/she accepts call, they notify congregation and the Office of the Bishop of their start date. If they reject the call the Call Committee goes back to step 6 (and they may wish to consider updating their Ministry Site Profile.)
STEPS IN THE CALL PROCESS

Step 1: The Call Committee is established, installed and publicized

(a) Purpose of the Call Committee.
The Call Committee, seeking God's will through prayer, interviews, and visits will recommend a Candidate to the Congregation Council for recommendation to the Congregation. It is important for all who are connected with the process of Calling a Pastor to remember that this is an intensely spiritual experience. As Lutherans we believe that the Holy Spirit illumines and guides the Church, as we are called, through prayer and reflection, to seek God's will in all matters, and certainly in the calling of a new Pastor. Therefore, this matter should be approached with much prayer and spiritual discernment.

(b) Make-up of the Call Committee.
When a pastoral vacancy occurs, a Call Committee is established by the Congregation according to their Constitution. The work of the Call Committee is completed upon Installation of a newly Called Pastor. The appointment of a Call Committee will enable the Congregation Council to administer its normal duties and conduct the business of the congregation.

In order to best serve the needs of the Congregation, the committee should be a cross section of the Congregation. Persons named to this committee should be active members who commune and contribute regularly and who are trusted by the Congregation to make sound decisions. Members of the Call Committee are expected to be faithful in their tasks, present at all meetings, and able to maintain appropriate levels of confidentiality, discernment and maturity. It is recommended that a Chair of the Call Committee be named to lead the meetings and a Secretary be designated to record the actions of the committee. The secretary may be appointed by the Congregation Council or elected by the committee membership. The Congregation Council will report the Call Committee's membership to the Bishop providing names, addresses, and telephone numbers of committee members, the chair and secretary. (See Appendix 3).

(c) Announcement of Members and Call Process.
A bulletin insert that explains the call process can be used (See Appendix 2). The names of the Call Committee members should be published in the bulletin and newsletter. It is also appropriate to post pictures of the committee with contact information on your website/in visible locations. It is appropriate to request prayers and support on the Call Committee's behalf.

(d) Installation of Call Committee
The Call Committee may be installed (See Appendix 4).

(e) Expenses.
Authorized expenses of the Call Committee should be borne by the Congregation.

Step 2: Visit by the Office of Bishop
The office of Bishop may conduct a Call Committee visit, or a joint Council and Call Committee visit, to explain the call process, answer questions and set a date for the Congregational Event and Healthy Congregations Workshop 1.

Step 3: “Spirit-led Time of Renewal Congregational Event”
The Purpose of this Congregational Event is for the Office of the Bishop and members of the Congregation to have the opportunity to gather with one another to discuss the Call Process and to discover together how God is at work in this Congregation during this Spirit-led Time of Renewal. This work can also be done by an intentional interim, if one has been appointed to serve the congregation. The date for this Congregational Event is set between the Church Council,
the Call Committee and the Office of the Bishop. The information shared and collected at this Congregational Event should be collated and distributed to the Office of the Bishop and should be shared publicly with the members of the Congregation through the newsletter or regular form of communication. This information becomes part of your Congregational Mission Site Profile and can be shared with potential Candidates who interview with your Call Committee.

Step 4: “Healthy Congregations Workshop”
We have found that congregations participating in Healthy Congregations Workshops truly benefit for the long term of their ministry. We ask each congregation in call process to use the brochure at the end of the Appendices to set up and carry out Workshop #1. A Congregation may set this workshop up independently or may choose to participate in one offered by the Synod. Workshops #2 & #3 are not required but are highly recommended too, and Workshop #3 is designed to be held after the new pastor is called. (See last page of Appendix).

Step 5: Ministry Site Profile
When considering the calling of a new Pastor, the Congregation should know its challenges and opportunities for mission and ministry so that the gifts of the Pastor meet the needs of the Congregation. The Ministry Site Profile (MSP) provides the opportunity for the congregation to identify ministry priorities and leadership skills within the congregation. It is important that the profile be a thorough and honest reflection of the community, the congregation, and the congregation’s mission. A similar inventory is used by Pastors to assess their own leadership gifts.

As the Call Committee completes the Ministry Site Profile, it should be in consultation with the Congregation Council or other lay leaders. They can use input from the congregational event, plus any other information collected by congregational leaders. The MSP form can be accessed online at www.elca.org/call. Click on MSP and follow the online instructions for completion.

After completion, the profile should be reviewed by the Congregation Council to make certain there is agreement on the congregation’s mission and the gifts needed in the new rostered leader. Then a final copy should be downloaded and printed for your congregational records. Once you lock and submit your MSP, the ELCA will inform the Synod Office so that we also can verify your information and have a copy of your Ministry Site Profile to work with in securing potential Candidates to interview. Send any additional supporting documents to the Bishop’s Office in electronic format. Email them to: sbriner@swtsynod.org.

If you have any questions please feel free to give our office a call for assistance with this. For your convenience we have included a sample of the Ministry Site Profile so you can see what it will ask (See Appendix 5). Suggestions on how to fill out the individual sections can be found in Appendix 6.

IMPORTANT: Although a group from Council or Call Committee can help compile the information for the MSP it is best to have only one person who completes and manages it online. It is essential that this person keep the email and password information so it may be used as needed. It is also important that this person use the “Save As” button on the last page of the document to keep a copy on your personal computer for updating as needed.

Congregational Family Systems
One tool for better understanding your congregation is to ask, “What kind of a congregational family systems are we?” This is a way of understanding the dynamics that happen in your congregation - including relationships, decision making, role of the pastor(s), role of the members, and so forth.

Congregational Family Systems thinking groups congregations according to their worship attendance—not “membership.” Although not every congregation has all the characteristics of the family system in which it falls, most
do. The following is provided for you to gain some insight into how you may function as a congregational “family.” Will you call a leader according to the “family” you are, or according to what you hope to become? *(See Appendix 7 for information on church size).*

**Step 6: Time of Intentional Prayer and Discernment**
The Office of the Bishop uses this time to be in intentional prayer for your congregation, your Call Committee and the Rostered Leaders who are in mobility. It is our hope and prayer that we will be led to the best Candidates to offer to your Call Committee for interviews. We also use this time to talk with potential Candidates and to discern together which names to give your Call Committee.

We encourage your Congregation, Council and Call Committee to join us in regular prayer during this time. Sample prayers, Scripture readings and Bible Studies for use during this time are included in *Appendix 1.*

**Step 7: The Committee receives names of Candidates and enters into the interview process**
The Office of the Bishop will give names of prospective candidates as they are available to the Call Committee with the expectation that the committee will give full consideration to these names and set appointments for interviews. Any other names the Call Committee considers shall be cleared with the Bishop. This is required for all candidates in the Southwestern Texas Synod or any other Synod. Initial Contact with any Candidate is made first by the Office of the Bishop.

After the Call Committee has received a list of possible candidates the following should be adhered to:

1. The Committee should limit its contacts to the names on the list;
2. If the Committee returns a name after interviewing a Candidate they should complete an Interview Evaluation Form *(See Appendix 9)* and return this to the Office of the Bishop as feedback on the interview.
3. If the Committee does not find a suitable match after interviewing all candidates on the list, the Office of the Bishop provides a new list of names after the Committee releases all of the existing names;
4. Contacts with an out-of-synod candidate should be made only after the Bishop’s office has obtained clearance from the Bishop of that Synod and has made the first contact with the Candidate;
5. The Call Committee should not openly solicit names of potential candidates from the congregation, however we realize that it is very natural for Congregational Members to generate and share potential names with the Call Committee. Should a name from a Congregation source be of interest to the Call Committee, this name should be shared with the Bishop’s office and approval secured before any contact is made (Contact of potential candidates should not be made by members of the congregation who are not serving on the Call Committee, and should not be made by the Call Committee until the Bishop or the Bishop’s Associate has made the first contact.);
6. In the case of First Call Candidates the Office of the Bishop will give only one name at a time and the Call Committee is asked to interview and consider this Candidate only. Should the Call Committee determine that this Candidate is not the best match for their congregation they will turn the name back in to the Office of the Bishop before receiving and interviewing other Candidates. If at a later date the Call Committee determines that they would like to interview this Candidate again they will talk directly with the Office of the Bishop to see if that Candidate is still available for interviews.
7. Certain specialized ministries will also need approval from ELCA units for prospective pastoral candidates.

Everyone involved must agree to confidentiality during the interview process; this is critical. The ministry of a Pastor may be placed in jeopardy or division may be created within a Congregation if news of the consideration of a candidate is prematurely divulged. Conversations during the Call Process should be confined within the official
meetings of the Call Committee. Committee meetings (or interviews) are not open to those who are not on the Call Committee.

(a) Communication by the Call Committee to the Congregation.
Even though names of candidates remain confidential, the Call Committee would be well served to report in general terms its activity so that the Congregation is aware that the Committee is hard at work. The Committee should also ask for the prayers of the entire Congregation during the Call Process.

(b) Preparing to Interview
Before the interviewing begins, the Call Committee needs to meet, perhaps several times, to study carefully the oral and written information about potential candidates given to it by the Bishop’s office. The Call Committee is encouraged to review its commitment to trust and confidentiality at this time. Whenever the Call Committee is no longer considering a candidate, all materials related to that candidate shall be returned to the Bishop’s Office. Also, a “Letter of Release” must be sent to the candidate, (See Appendix 8) with a copy sent to the Bishop’s Office.

Information packets should be prepared and sent to each candidate prior to interview. Suggested items are: a recent annual report, worship folders, newsletters, a listing of staff, Congregation Council members, Call Committee members, and the congregation’s constitution and mission statement. If you have a Chamber of Commerce, you may ask it to provide an introductory packet of information about the community to include in this mailing.

A telephone call is usually used to invite the candidate for the interview. The date, place, and anticipated length of the interview are indicated. When agreement to interview has been received from the candidate, indication is given that a letter with details will follow. If necessary, the initial interview may be conducted over the phone, however the preference is that interviews be done in person. (Telephone interviews do not give either the candidate or the Call Committee a good possibility for communication since good dialogue also includes non-verbal communications). In either case, it is important that the candidate have time to review information about the congregation ahead of time.

The letter which promptly follows will confirm the place, time and expected length of the interview. If there is a spouse, the call committee needs to clarify whether the spouse is invited to accompany the pastor to the interview. (It is highly recommended that the spouse be invited to come along. However, the spouse should not participate in the interview.) Because the decision to accept a call impacts the entire family, it is important that the spouse be able to see the church, parsonage (if there is one), and have a chance to ask questions he/she might have. The letter also contains travel instructions to reach the place of an interview, and indicates the commitment of the congregation to provide reimbursement for all expenses. If the spouse is invited to accompany the candidate, the committee indicates its intention to cover all expenses for the spouse also. A prompt reimbursement of the candidate for expenses incurred should follow the interview.

Questions to Ask
The leadership needs identified in the Ministry Site Profile are utilized to form an outline for the upcoming dialogue with the candidate. The committee creates eight to ten questions that will shape the primary part of the interview. The committee is flexible in realizing that a give-and-take conversation will not necessarily allow you to ask the questions in predictable order. The following questions are merely suggestive; however, in forming any particular question the key issue is, “What answer are you looking for? How will you know when it’s answered
well?" Each question may be evaluated in three ways: (a) What does it have to do with the position? (b) What do we need to know? (c) Would we be willing to answer the same questions about ourselves?

- Tell us about your faith.
- Share with us your calling that led you to become a pastor.
- Describe the areas of ministry which you value as high priorities.
- Talk about the ministry areas you like to do. Why?
- What pastoral roles give you the most trouble. Why?
- Discuss your strengths as well as those areas on which you need work.
- Share your thoughts regarding the worship life of the congregation.
- What are your expectations for yourself and lay persons in liturgical practices?
- Describe your preaching philosophy and style. What things do you emphasize in your preaching. What are your ideas regarding children's sermons?
- Discuss your thoughts, expectations and requirements concerning catechetical instruction.
- Discuss in detail your expectations/philosophy of, and pastoral involvement in: Educational Ministry, Evangelism, Stewardship, Benevolence, Youth Ministry and Social Ministry.
- From your perspective, what were the areas in the last parish which gave you personal satisfaction?
- What role do you see the pastor fulfilling in relating to committees?
- How do you see your role in relation to congregation council?
- Describe your philosophy of visitation and pastoral calling.
- We'd like to hear about your family.
- (If the candidate is married) How do you see your spouse's role in the congregation?
- Why are you considering accepting this call?
- How do you see yourself involved in our community and the synod?
- Tell us about your hobbies.

The Committee may want to ask specific questions based on the areas that they have identified as high priority on their Ministry Site Profile. Following are some sample questions in each of the areas.

**WORSHIP/PREACHING**

1. Describe how you go about preparing for the worship service on Sunday morning.
2. Think back in your ministry and tell me about the most difficult sermon you ever preached.
3. Share some of your thoughts about the worship life of a congregation.

**SOCIAL MINISTRY/OUTREACH**

1. Tell me how you evaluate community needs and community strengths.
2. Describe how you have contributed to the quality of life in your community.
3. Describe how you go about motivating members of your congregation to respond to community needs.

**ADMINISTRATOR/LEADER**

1. Describe the steps you take normally when working with groups to achieve consensus or cohesiveness.
2. How would you describe your style of leadership in overseeing the work of the congregation.
3. Tell me about a period in your life when you had to manage multiple demands in your work and how you determined priorities.

**TEACHING THE FAITH**

1. How do you evaluate the faith development of others?
2. Describe your approach to helping adults to grow in their faith.
3. Describe your approach to teaching children and young people about the Christian faith.

**EVANGELISM**
1. Describe ways in which you typically become acquainted and associate with unchurched people in your community.
2. What kind of guidance and training do you provide members of your congregation for reaching unchurched persons in the community?
3. Describe how you have achieved a multicultural approach to your ministry.

INTERPERSONAL CLIMATE
1. What steps do you take in helping others feel secure, trusted, and open with you?
2. When pressure mounts how do you maintain your cool in ministry?
3. Describe an experience where conflict arose between yourself and another person and how resolution was finally achieved.

MINISTRY IN CRISIS/COUNSELING
1. Describe your style of ministry to person in crisis.
2. Describe how you have used the establishment of boundaries to strengthen your ministry.
3. How do you assess your own professional limitations when ministering to persons in crisis?

INTERPRETER OF THEOLOGY
1. Describe ways in which you communicate the faith.
2. Describe your skills as teacher and preacher.
3. What resources keep you theologically and Biblically fresh and current?

INNOVATOR
1. Describe your approach to introducing new ideas in the congregation.
2. Describe your current vision for ministry and how you would helping others in the congregation to capture that vision.
3. Think back in your ministry and describe a situation that was stagnant or failing and describe how you stepped in to revitalize it.

DENOMINATIONAL LEADERSHIP
1. Describe how you have guided your congregation into understanding their relationship to the greater church.
2. Describe your participation in the work of the church beyond the congregation, including ecumenical relationships, church agencies and institutions.
3. Describe what your congregation believes to be their role as a congregation of the ELCA.

STEWARDSHIP
1. Describe how you have helped others grow in their personal stewardship.
2. In what ways have you helped members understand the management of their money and their responsibilities as Christian stewards?
3. Describe the development of your personal sense of Christian stewardship.

PERSONAL GROWTH
1. Describe some of your most important accomplishments and how you went about reaching those goals.
2. How do you work at making yourself more effective in your work?
3. Briefly describe ways in which you care for yourself physically, emotionally, socially, and spiritually.

YOUR CALL TO MINISTRY
1. Briefly describe the events which led you to prepare for the ministry.
2. Describe the process of deliberation which helps you determine God’s call.
3. In what ways has your call to ministry changed over the years?

The Call Committee may find it useful to conclude the interview by asking the candidate:

• What are two or three things that we should know about you that we didn’t ask?
• Do you have any further questions that you want us to answer?
**Questions Candidates Might Ask**

An effective interview is a two-way street, with the candidate also bringing questions and concerns. Allow time and opportunity for the candidate to ask questions and be prepared to address them.

1. What is the focus of your congregation? Describe your mission.
2. What is the role of staff and what is the role of the laity in your congregation?
3. How many people are involved in leadership roles? How are lay people involved in worship?
4. In your opinion, how are decisions made in your congregation?
5. What long- and short-term goals has the congregation adopted? When was the last time an in-depth self study was conducted?
6. What is the congregation’s commitment to support of and partnership with the synod and the ELCA?
7. How does the congregation respond to change and how are changes made?
8. What part should family members of staff play in the congregation?
9. What would you display on a highway billboard regarding your congregation?
10. Why did the previous pastor leave?
11. What are the skeletons in the closet that I should know about in considering the call here?

**(c) The Interview Process**

**Initial Phone Interview**

It is good to set up “initial phone/skype interviews” with all of the candidates. These should be considered as brief “getting to know you first dates.” The main goal is to make introductions and “get a general feeling” for each candidate. The interview should occur over a speaker or conference phone so that all (or several members) of the Call Committee can participate in the interview. It should last no more than 30 minutes so that all initial interviews can be done over the course of one or two evenings.

As with the face to face interview, conduct every phone interview in exactly the same manner using the same questions. Some “getting to know you questions” might be:

- Can you tell us something about yourself?
- What has attracted you to ordained ministry in the Lutheran Church?
- Who have been the most influential people in your life?
- What would you like to know about us at this point?
- Could you provide us with a video or audio recording of you preaching/leading worship?

Think of other questions that will help you determine the candidates that you want to bring in for face to face interviews and which you want to release. If the phone interview raises no “red flags” it is best to bring in as many candidates as you can for in for a face to face interview.

**The “Face to Face” Interview**

The Congregational Mission Profile, together with the other items you have previously mailed to the candidate, will give the candidate an initial impression of the congregation.

When the plan is to interview more than one candidate, an attempt is made to conduct each interview in the same setting and manner. The Call Committee should be consistent in having the same person lead the interview each time and plan for committee members to ask the same basic questions of each candidate. This will assure
that all the bases are covered in each instance once the interview process begins. If the Call Committee eats in a restaurant with one candidate, the same pattern should be followed with any subsequent candidates.

A crucial aspect of interviewing is the art of listening. To be a good listener, several things are important.

**INTEREST**: The person being interviewed has invested time and effort to be with you. Therefore, he/she is worthy of the committee’s respect, interest, and undivided attention.

**PATIENCE**: The committee gives the person time to formulate thoughtful answers.

**LINKING**: Building on what the person has said, the interviewer asks questions that pick up on information already shared in the interview. This indicates that you are listening.

**ALERTNESS**: The committee listens for key words and phrases, making certain that they are understood by all.

**CONCENTRATION**: The interviewers listen for main ideas, not just facts and figures. They should ask themselves, “What is this person telling us?”

**CLARIFY QUESTIONS**: Interviewers ask clarifying questions to make certain they are really understanding what the person is saying. If a response is not clear, the committee should ask for it to be clarified. Doing so does not reflect ignorance but demonstrates that the committee is truly interested and trying to understand what the person is attempting to communicate.

**DELIBERATION**: Committee members guard against coming to a hasty decision about a candidate. Thorough dialogue with other Call Committee members and listening to all candidates is essential before making a final decision.

**BODY LANGUAGE**: Committee members can learn to set the candidate at ease by their own relaxed body language, which conveys openness and a welcoming and non-defensive atmosphere.

**NOTE**: If a Call Committee member has a conflict and will be unable to attend an interview, the interview should be rescheduled. It is extremely important, in fairness to all candidates and for effective functioning of the committee, that all Call Committee members be present.

**ALSO**: No candidate should be released unless he or she has at least had an initial phone interview. And remember, congregations have often said that their best candidates were the ones that didn’t come across that good on the phone or on paper. There is no substitute for talking face to face.

### Recommended Interview Process

1. Set up dates and times for interviews.
2. ALWAYS invite the spouse (and children as appropriate).
3. Arrange for travel, lodging (hotel/motel) and meals.
4. If they are flying on, provide auto so he/she/they can look around on own.
5. Determine which two Call Committee members will meet and welcome the candidate (and spouse).
6. Show him/her/hem around area and provide time to “freshen up.”
7. Escort to meal; one or two others may join the group.
8. Escort to interview with Call Committee.
9. Next day, two others take to breakfast.

**Remember**

- ALL expenses are covered by the congregation.
- The spouse should in no way participate in the interview. Other activities should be planned with them.
- Give the candidates an anticipated time line: who to expect will contact her/him.
- Determine who will write a thank you note after the interview.
- Determine what materials will be given to each candidate about the congregation.
• Will you record interviews? If so, give the tapes to the interviewee after they are released or selected.

Conducting the Interview

The Call Committee should designate a committee member to host the candidate. Be certain that this committee member is on hand well before the candidate’s anticipated arrival at the interview location. If the interview is to take place in the church building, and if time permits, the host might consider providing a guided tour of the church facilities before the interview. The Call Committee may also decide to host the candidate at a local restaurant before the interview.

It is a good idea to have the candidate begin the interview with a brief devotional or Bible study and prayer. (But make sure they are aware of this long before they arrive!)

Following the devotional, each member of the Call Committee may again introduce him or herself to the candidate, identifying his or her vocation and role played in the congregation.

The committee member chosen to direct the interview should then outline for the candidate the anticipated procedure for the interview, indicating the time allotted for the interview, the “question and answer” format, and an invitation to the candidate to ask questions of the Call Committee.

Before the committee’s pre-selected questions are posed, it is appropriate for the Call Committee chairperson to ask the candidate to tell the committee something about himself or herself. The invitation, “Tell us something about yourself,” is purposefully general and open-ended. A time limit of from five to seven minutes is suggested for this opening self-introduction by the candidate. The formal questioning, with prepared questions, now begins, remembering that it is very important that the same questions are asked of each candidate for later comparison. Questions may be assigned to various members of the Call Committee, thereby assuring that all present actively participate.

If the response received from the candidate seems incomplete or unclear, the person asking the question may pose a follow-up question, asking for elaboration, clarification, or examples. The committee should not expect finely polished, textbook accurate answers to spur-of-the-moment questions. If committee members are not satisfied with the answer, clarification can be requested before the next question is asked.

A committee member may be designated to record candidate responses during the interview, for further scrutiny by the committee. Note taking should be done as unobtrusively as possible, and if note taking is to occur, the committee chair should explain the purpose of the note taking to the candidate. Some committees might consider recording the interview. Recording should only take place with the consent of the candidate, and with assurances of confidentiality.

In formulating questions, carefully avoid ones which can be answered with a response of “yes” or “no.” For example, the questioner should not ask, “Do you think you are effective in your ministry to youth?” The candidate will almost surely answer, “yes.” Rather, ask, “Describe how you minister to youth. Give us some examples of how you have worked effectively with youth in your present or former parish.”

When the committee has completed its list of preselected questions, the committee chair may invite additional questions. Though the call committee is “in charge” of the interview, it is helpful to remember that the interview is intended to be a dialogue and not an inquisition! This is intended to be a “mutual” interview. Invite the candidate to ask questions and provide additional comments during the interview.
The committee member leading the interview is responsible for keeping the interview within the anticipated time period previously established. Prolonged interviews are usually counterproductive. If all is not accomplished in the first interview, a second interview can be scheduled.

In concluding the interview, the candidate may be invited to “answer questions not asked” or make any other comment he or she would like to make. The candidate should be thanked for coming and encouraged to be in phone contact with a designated member of the Call Committee, should there be additional questions which occur to the candidate in the days following the interview. The Call Committee should indicate to the candidate the approximate time table involved in the completion of the congregation’s call procedures. If possible, at the conclusion of the interview, the committee should reimburse the candidate for any expenses incurred, such as travel costs, overnight accommodations, and meals. If the reimbursement cannot occur at the time of the interview, it should be completed within the following week and an appropriate explanation given to the candidate.

While the interview is still fresh in the minds of committee members, it might be useful to reconvene the Call Committee, upon the candidate’s departure, for sharing initial impressions. It is important that these shared impressions are recorded for later reference.

As your committee engages in the process of selecting one candidate whose name will be recommended to the Congregation Council, it will be important to do several things.

2. Review and clarify earlier understandings of what it means for the committee to reach a consensus.
3. Allow ample time for each Call Committee member to speak and be heard.
4. Come to a decision measured against the five top leadership needs of the congregation.
5. Choose the most suitable candidate, not necessarily the one you think is most likely to accept the call.
6. While listening to your own heart and impressions, go beyond asking “Which candidate do I favor?” to ask “Which pastor can best serve our congregation?”

**Follow Up**

The Call Committee should send a letter of appreciation to each candidate for his/her willingness to be interviewed. This letter may encourage the candidate to address any additional questions or concerns to the Call Committee. Any expense reimbursement not made at the time of the interview should be made now. Again, a promise of keeping the candidate current regarding the call process is essential.

It is crucial that the Call Committee *immediately* notify the candidate when he/she is no longer being considered. The decision should also be submitted immediately to the synod staff person who is assisting you with the call process.

Upon releasing a candidates from further consideration - whether after an initial phone or a face to face interview - it is very helpful to the candidate if you would articulate the reasons why you do not think he or she would be a good match for your congregation at this time. This is also helpful to the Call Committee in that it fosters clarity in the selection process.

**Hearing Candidates Preach**

If possible, call committee members can travel to candidate’s current congregation to hear them preach. They should let the Pastor know ahead of time. Please make sure that this visit is kept confidential so that people in the Pastor’s congregation do not recognize you as a call committee! If this travel is not possible, the call committee
may ask for audio and/or video recordings of the Pastor’s sermon. They may also arrange for the Pastor to preach at another congregation in the vicinity (not at their congregation!) so that the Call committee may hear him/her preach there. Please contact the Bishop’s office to arrange.

(d) Communication.
Pastors who have been contacted by a Call Committee may consider themselves no longer to be active candidates if there has been no written or verbal communication within thirty (30) days of the contact, however, it is the expectation that courtesy and professionalism will prevail and the Call Committee will communicate openly and honestly with the Pastor and will keep the Pastor informed about the status of their process. This status could be simply a note of indication that the Pastor will be considered or the actual release of the Pastor as a candidate.  
(See Appendix 8).

The Call Committee is asked stay in regular contact with the Office of the Bishop and immediately notify us when any change occurs from plans originally approved.

(e) Decision regarding Candidates.
A process for recommending a pastor to the Council and congregation:

- The “matching” of strengths from profiles
- A ranking format – more objective process
- Sensing the connection – intuitive - a subjective process
- PRAY, PRAY, PRAY!
- (“It seemed good to the Holy Spirit and us.....”)

Just a word of explanation about using a “ranking format”: Each Call Committee member would receive a piece of paper with a grid format on it. As the interview is held, each committee member “grades” the categories with a predetermined value system. For example, if the category is “strength as a pastoral care person” - each person would rank their impression from the conversation with a 1 - 5, with 1 as lowest and 5 as highest. If the Leadership Strengths are the categories, the ranking would focus on those areas. This ranking should be done after the interview is completed, not during.

This form of ranking is then tabulated by the whole group - each category to get an impression on how the Call Committee generally feels about each person and each category. This should not be a predominant determining factor in deciding to recommend a pastor, but can help the Call Committee discover its own impressions.

NOTE: If you are involved in the calling of candidate for an associate or assistant pastor or other lay staff, it is essential that the Senior Pastor and the candidate of choice have the opportunity to spend time together. (It is also important that the candidate of choice meet and visit with all the other staff members.) Following that meeting the Senior Pastor needs to affirm the candidate of choice.

Each congregation of this Synod shall consult the Bishop before taking any steps leading to the extending of a Call to a prospective pastor (S14.11). No ordained minister shall accept a Call without conferring with the Bishop (S14.12).

Discussion with the selected Candidate should be continued to its conclusion, which might result in one of two possibilities:

1. If the discussion leads to the conclusion that this person is not the one the Holy Spirit is leading the Congregation to Call, the Chair of the Call Committee should inform the Candidate and The Office of
Bishop. At this point, the Office of Bishop will provide names and biographical information of additional candidates to the Call Committee.

2. If the discussion leads to the conclusion that this person is the one whom the Holy Spirit is leading the Congregation to Call, the Call Committee should make a formal recommendation to the Congregation Council.

3. **Follow up Visit.**
   A follow up visit will indicate a strong interest by both parties to move toward a call. This visit should include serious conversation regarding expectations of both parties, including compensation.

(f) **Making the Recommendation to Congregation Council.**
   As the Holy Spirit has guided the Call Committee to a Candidate, the decision to recommend this Pastor to the Congregation Council is typically reached by common consent. If indeed, through prayer and consideration, the Holy Spirit has led the Call Committee to a unanimous decision on a Candidate, this is certainly a time for celebration.

   However, if this is not the case, the Call Committee shall vote by secret ballot. The Candidate must receive a two-thirds (2/3) vote of the Call Committee for approval.

**Step 8: The Vote of Council on Candidate, Compensation Package**

a) **Preliminary Compensation Discussions**
   When the Call Committee has identified their Primary Candidate, the Committee chair should contact the President of Council/Executive Committee to have preliminary discussions about the Compensation Package. It is prudent to check with the candidate prior to their name being brought forth to Council, to ensure that it is understood what the candidate’s compensation requirements are, and that they are in alignment with likely Council compensation recommendations. The Council President and/or the Call Committee chair has that discussion with the candidate.

b) **Special Congregation Council Meeting.**
   The Council President calls a special meeting of the Council to hear the recommendation of the Call Committee. The chair of the Call Committee presents the name of the Pastor, and may be assisted by other members of the committee. A full report supporting the motion to recommend will accompany the recommendation. The Council may also have the opportunity to meet and interview the Candidate.

The following actions must be taken at this special Congregation Council meeting:

1. **Motion to recommend to the Congregation.**
   A motion to recommend the Call of the Pastor to the Congregation will be made, seconded, discussed, and voted on by the members of the Congregation Council. The majority required by vote for the name to be presented to the Congregation is a 2/3 majority.

2. **Compensation Vote.**
   The Congregation Council will also determine the compensation package to be recommended to the congregation for its approval (See Appendix 10). This package will carry the agreement of the pastor to be elected. A simple majority vote of the Congregation Council is needed for presentation of the compensation package to the congregation. Compensation Guidelines are approved by Synod Assembly each year. It should be noted that years of experience should be considered by each Congregation in the Call Process when setting Compensation packages. Please refer to the Current Compensation Guidelines for helpful information.
3. Should the **Congregation Council approve the Call Committee's recommendation**, the Congregation Council shall call a special meeting of the Congregation. The Congregation Council will establish a date, time and place for the special meeting of the Congregation to vote on the election of the Pastor. Proper arrangements will be made to notify the Congregation of this meeting. Procedures for this aspect of the process are usually stated in the Congregation's constitution. Included in this notice will be the name and brief resume of the Pastor and the compensation package. **Prior to sending out this notice, the Candidate will notify their current Congregation Council that they are now a primary candidate for this congregation.**

4. **Notification to the Bishop.**
   When the Congregation Council is ready to recommend a Pastor to the Congregation, it will notify the Bishop. **The agreed-upon compensation package needs to be sent to the Bishop for review prior to the Congregational meeting.** The Bishop will normally appoint a member of Synod Council to be present at the meeting of the Congregation.

**Step 9: The Vote of the Congregation on Candidate, Compensation Package**

**(a) Special Congregational Meeting**

1. **A quorum must be present.**
   The person presiding at the meeting will determine that a quorum is present according to the Congregation's constitution/bylaws.

2. **First Motion: Vote to call the pastor.**
   At the Congregational meeting, the first motion presented by the Congregation Council is that the congregation vote to call the Pastor. It will be seconded and discussed. The Congregation Council and/or Call Committee will present information about the pastor and how they were lead to recommend this call to the congregation.
   Only the one name recommended by Council can be voted on at this meeting. The vote shall be by secret written ballot. No absentee or proxy votes shall be accepted (S14.11). The vote to elect is a 2/3 vote of those present. As stated in the synod constitution: **For issuance of a letter of call to a Pastor or Pastoral Candidate by a Congregation of this Synod in accord with the ELCA constitutional provision 7.41., a two-thirds majority ballot vote shall be required of members of the Congregation present and voting at a meeting regularly called for the purpose of issuing such a Call. (S14.11.B)**

3. **Second Motion: Compensation Package.**
   The second motion presented by the Congregation Council will be to approve the compensation package (salary, allowances, and other benefits) to be offered to the Pastor-elect. It will be seconded, discussed and voted on by the Congregation. Amendments to the package recommended by the Council can be made by majority vote of the Congregation. The vote needed to approve the compensation package is a simple majority. It may be taken by voice vote, show of hands, or written ballot. It will be noted that if the amounts in the package differ from the approved budget, then a favorable vote, in effect, changes the budget for the year.

**(b) The Call is approved by the Congregation.**
   After the Call has been approved, a personal contact by the President or Vice President of the Congregation will be immediately made with the Pastor called. The following procedure is used to send the official ELCA Letter of Call.

The Bishop's office will supply a draft of the ELCA Letter of Call with a working copy (See Appendix 11 – for a sample letter of Call). The President/Vice President of the Congregation is responsible for completing The Letter of Call and sending it to the Office of the Bishop for the Bishop's signature (S.14.11). The Pastor will send a letter
of acceptance/declining call to the congregation with a copy to the Bishop’s office. The Pastor will accept or decline the Call within thirty (30) days, unless it is agreed upon otherwise. ($14.12)

(c) The Call is accepted by the Pastor.
The Pastor-elect will set the date when ministry will begin in the new parish. The constitution of the Congregation, which the Pastor is leaving, may require ministry for up to two months beyond the effective resignation, although a period of four-to-six weeks is more common.

The President or Vice-President of the Congregation Council will consult with the Pastor-elect to determine when the acceptance may be publicly announced.

Arrangements for moving will be made between the Pastor-elect and the officers of the Calling Congregation. The Calling Congregation is responsible for moving expenses. In some circumstances, the Pastor-elect and the Congregation may negotiate other arrangements.

(d) The Call is not approved by the Congregation.
In the event that the Call is not approved, the secretary of the Congregation Council will draft a letter to the Candidate Pastor to report officially the results of the Congregational meeting and to conclude the Call process. A personal contact with the Pastor will be made before the letter is sent. The Office of the Bishop will also be immediately notified.

(e) The Call is Declined by the Pastor.
In the event that the Pastor does not accept the call, the whole process is to be repeated with another Candidate or Candidates.

(f) Special Situations.
1. Multiple-Congregation Parish.
In the case of a parish with two or more Congregations, each Congregation votes separately on whether or not to Call the Pastor unless their constitution specifies another procedure. If there are not constitutional provisions for number of votes necessary for election, a majority in each parish with 2/3 of all votes cast is necessary for approval. If the Call is approved the Congregations authorize the joint Council to issue the Call and to agree on the salary and other items of support. If one Congregation approves the Call and another does not, the Call is not issued. No part of a joint parish may Call a Pastor without the participation of the other.

2. Associate/Assistant Pastors.
When a Pastor is Called to serve in company with another Pastor or Pastors, the privileges and responsibilities of each Pastor will be specified in documents that accompany the Call. It is expected that Calls to Associate/Assistant Pastors be "co-terminus" with the Call to the Senior Pastor and that this be specified in the Call. These documents must be drafted in consultation involving the Pastors, the Congregation Council and the Office of Bishop.

3. Term Calls.
A congregation may Call a Pastor for a specific term of years. This departure from the normal rule of permanency must be described in a statement of purpose, which the Bishop must approve.

4. Dual Calls.
A dual Call exists when a married ordained couple serves under a Call to one and the same Congregation or Parish. If one Pastor resigns, dies, or is no longer a Pastor in the dual Call, the Pastorate is declared vacant, and both Pastors' terms are completed. This provision will be part of the Call document to clergy couples.
5. **Part-time Ministries.**
Part-time ministries are normally defined as a minimum of 20 hours of work each week to qualify as a call. Anyone in Part-Time Ministry must be given permission and opportunity to seek additional employment to supplement their income. Please refer to Compensation Guidelines for more details. All arrangement for PT Calls should be discussed with the Bishop beforehand and details need to be in writing.

**Step 10: Installation**
When the process of Calling a Pastor has ended and the Call has been accepted, years of opportunity for growth in Christ lie ahead as the Congregation pursues God’s mission through this new ministry partnership. The Conference Dean should be contacted to set a date for the Installation of the new Pastor. The Order for the Installation of the Pastor may be found the Occasional Services book. If additional assistance or a sample service is needed, contact the Office of the Bishop (830-379-9900). Normally the installation will take place by the Conference Dean at a time when area clergy can attend. A social event may follow the installation service.

The Call Committee’s work is completed when a newly Called Pastor is Installed. In those congregations where there is no existing “Mutual Ministry Committee,” the Call Committee can make recommendations and encourage the Congregation Council to form such a committee.

**The Call Process for 2nd Pastors, Commissioned and Consecrated Rostered Leaders – Associates in Ministry, Deaconesses and Diaconal Ministers**

Congregation Councils and Call Committees are encouraged to follow the same process as previously listed for ordained Rostered leaders when Calling a 2nd Pastor or a non-ordained Rostered Leader. All steps may not be required and steps should be adapted to local situation (i.e., person already employed by congregation as lay staff person and becomes rostered.)

Assistance is readily available from the Office of the Bishop to help determine the appropriate process to follow in calling a Rostered leader. (830-379-9900)

**Southwestern Texas Synod Contact Information**

**Address:**
Southwestern Texas Synod, ELCA
1090 Oestreich Dr.
Seguin, TX 78155-3403

**Phone Number:** 830-379-9900
**FAX #:** 830-379-9990
**Website:** www.swtsynod.org

**Email Addresses:**
Bishop Ray Tiemann  rtiemann@swtsynod.org
Bishop’s Associate Sue Briner  sbriner@swtsynod.org
Mrs. Carrie Blank  cblank@swtsynod.org
APPENDIX 1: Prayers, Scripture and Bible Studies for this Time of Renewal

Prayers

FOR THE WORK OF THE CALL COMMITTEE
Almighty God, giver of all good gifts: Look on your Church with grace and guide the minds of those who shall choose a pastor for this congregation, that we may receive a faithful servant who will care for your people and equip us for our ministries; through Jesus Christ our Lord. Amen.

FOR THE DEPARTING PASTOR:
Gracious God, you have united us all in one body. We give you thanks for the work of Pastor__________ among us. As he/she leaves to a new call/retirement surround her/him with your Spirit. Give us the courage to release her/him to a new call and bless our remembering of the work that has been done among us. Guide Pastor__________ and us as we continue to seek to share the Good News of salvation through your Son, Jesus Christ, our Lord. Amen.

DURING THE INTERIM TIME
Loving God, be with us and guide us during this time of discernment. Fill our leaders with your wisdom. Keep us mindful of the work you would have us do. Lead us and guide us O Lord to be about the work of your kingdom even as the search for a new pastor continues. Bless all who have taken on extra responsibility, and fill them with a sense of your love and presence. We pray in your Son’s name, Jesus Christ, our Lord. Amen.

DURING INTERVIEWS:
God, keep us mindful of your presence among us as we seek to discern your will for us. We pray that you will help us see beyond our own needs to the needs of your Church. We pray that you will open our eyes to new possibilities, and opportunities of being your people. Guide us and lead us O Lord. Amen.

AT MEETINGS
Life-giving God, create among us a desire to do your will. Open our hearts to your Word. Lead us as we seek to lead. Guide us as we seek to guide. God, we seek a new pastor to be among us to lead us and walk with us into future ministry. Direct and sustain us as we wait. Bless all who serve in the congregation, especially those who have the responsibility to lead us during the Call Process. Bless us Lord Jesus. Amen.
Suggested Biblical Texts

The following are just a few texts that may be used for devotions or Bible study during the Call Process. The lessons for each Sunday may also be used for your study.

Matthew 28: 16-20
The Call of Matthew: Matthew 9:9-13
Romans 12: 1-8 (9-21)
I Corinthians 3:1-9
Ephesians 6: 10-18
Philippians 2: 1-11
I Timothy 2: Instructions concerning Prayer
   3: 1-7 Qualifications of Bishops
   3: 8-13 Qualifications of Deacons
   4: 6-16 a Good Minister of Jesus Christ

Reflections on God’s Call:

Call of young people:
   Samuel : I Samuel 2:1- 3:18
   Mary: Luke 1: 26-38
Call of Elderly:
   Elizabeth and Zechariah : Luke 1
   Abraham and Samuel: Genesis 18: 9:15
   Simeon and Anna: Luke 2: 22-38
Call of the Disciples:

Reflections on being the Church:
   Read The Book of Acts together. Read one chapter a week and begin meetings by reflecting on recent readings and the ministry of your congregation.

Reflections on “Wilderness Wandering”
   God’s People waiting for clarity: Numbers 9:15-23
   God’s people grumbling in the wilderness – and God providing: Exodus 16:1-7
A Community Bible Study

LEADER: Open with Prayer:

(Suggestion: Almighty God, we look to your Word for guidance and hope. Open our hearts and our minds that we may hear your word for us. Guide us through your Word to hear the good news for our lives together through Jesus Christ our Lord. Amen.)

A. One person reads the lesson:
In silence write one word or phrase from the lesson that seems significant:

____________________________________________________________________

Each person shares the word or phrase without additional comment.

B. A second person reads the lesson:
In silence reflect on what this passage is saying to you.
Each person may share her/his reflection without additional comment.

C. A third person reads the lesson:
Each person reflects in one sentence or less what this passage is saying to the Congregation at this time while you are in the Call Process.

If time allows, a 10-20 minute open discussion may be included at this time.

Closing Prayer:
LEADER: Lord God, we are your servants in need of your love.

The leader then offers a prayer for the person on her/his right. That person prays for the person on her/his right, continuing around the room until each person has been included.
Close with the Lord’s Prayer.
APPENDIX 2: Bulletin insert on the Call Process (also available at www.swtsynod.org)

What's next?

The Call Process

Feast! The synod staff is walking with you.

To many it feels like an uncertain time. To others it's a mystery.

2. Bulletin insert on the Call Process

Here is what you can expect in this transition time for your congregation:

1. The Bishop, with your Council's approval, will appoint an interim Pastor to serve you.
2. Your Council will establish a contact person (interim Pastor) to serve you.
3. A Call Committee will be established according to the guidelines of your constitution and the call for the interim Pastor.
4. The Call Committee will receive the names of potential candidates.
5. The Call Committee will administer the Call process with confidentiality.
6. The Call Committee will receive the names of potential candidates.
7. The Call Committee will administer the Call process with confidentiality.
8. The Council and Calls Committee will keep you informed of the progress of the work. The specifics of the potential candidates are all confidential at this point.

9. After the Call Committee has reached a decision on a candidate (with at least 2/3 majority), it will meet with the Council to discuss compensation and benefits with the candidate.
10. Your Council will meet and speak with the candidate. The Council will discuss compensation and benefits with the candidate.
11. The Council and Call Committee will discuss compensation and benefits with the candidate.
12. Members of the congregation will be given an opportunity to meet the candidate.
13. The Church Council will call the candidate (with at least 2/3 majority) to consider the call.
14. If the congregation votes "yes" (the congregation majority, the congregation then approves the compensation package (with a simple majority). A Letter of Call is signed and forwarded to the Bishop and sent to the Pastor.

Evangelical Lutheran Church in America
Southwestern Texas Synod
1090 Owestreich Drive • Seguin, Texas 78155-3403 • 830.379.9900
www.swtsynod.org

For more information, please contact Pastor Sue Binner, Bishop's Associate, at sbinner@swtsynod.org

Pray that the Holy Spirit will guide you. Your Call committee needs your prayers in discerning who God is calling to serve your next Pastor.
APPENDIX 3: Call Committee Report Form

Call Committee Report Form

Please fill out this form and mail or fax to the address below:

Congregation: ____________________________________________________________

Address: ___________________________________________________________________

President/Vice-President: ____________________________

Address: ___________________________________________________________________

Telephone Numbers: Home: __________ Office: __________ E-mail: ________________

Chair of the Call Committee: ________________________________________________

Address: ___________________________________________________________________

Telephone Numbers: Home: __________ Office: __________ E-mail: ________________

Secretary of the Call Committee: _____________________________________________

Address: ___________________________________________________________________

Telephone Numbers: Home: __________ Office: __________ E-mail: ________________

Other Committee Persons (Names, Phone numbers, E-mail Addresses):

____________________________________________________________________________

____________________________________________________________________________

____________________________________________________________________________

____________________________________________________________________________

____________________________________________________________________________

____________________________________________________________________________

Mail or fax to:
The Southwestern Texas Synod Office, Attention: Bishop’s Associate
1090 Oestreich Dr. Seguin, TX 78155
Fax: (830) 379-9990
APPENDIX 4: Call Committee Installation

THIS ORDER FOLLOWS THE CREED

Interim Pastor: The following persons, having been chosen/elected to be the Call Committee, are asked to come forward as their names are read:

____________________

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

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

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

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

All: We will

THE COMMITTEE FACES THE CONGREGATION, WHICH STANDS.

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

Cong.: We will

Pastor: I now declare you installed as the Call Committee of this congregation. God bless you and your work together in His name.

HERE FOLLOWS THE PRAYERS AND THE PEACE.
APPENDIX 5: Sample Ministry Site Profile

The Ministry Site Profile has been developed to interact with the electronic searchable database for the ELCA. Whoever fills out the profile needs access to the internet. Go to:
and follow the instructions at that website.
APPENDIX 6: Suggestions for the Ministry Site Profile Sections

An ELCA Trends Report for your congregation can be found by going to:

This information, along with your ministry site’s most recent statistical report, will assist you in completing Section I. Other useful demographic information is available at the same site.

Section I
#1: Make sure you use your congregational ID number.
#2: Provide as much contact information as possible; especially email addresses and cell phone numbers. This will greatly improve communication.
#3: Consult your last Congregation Statistical Report and demographic reports for your ministry ZIP Codes at www.elca.org/research.
#4: Use the most recent figures.
#5: Be truthful and creative. Potential candidates will be forming opinions based on your answers!

Section II
#6: Fill out bullets after some discussion. They should not be the opinion of a few.
#7: These have to do with context. How is your congregation effectively “rooted” in your community?
#8: When you submit your MSP, this paragraph will be automatically lifted from the profile and posted for all potential candidates to view online.
#9: Provide good objective references that will “tell it like it is” - not how you wish it would be.

Section III
#10: Fairly straightforward. What languages would be helpful in your mission to your community?
#11: Candidates have the same list on their Rostered Leader Profile (RLP).
#12: As with the previous list in #11, how will you make your choices? Are you looking inward at the “needs of those already here” or looking outward “at the needs of those who aren’t here yet?”
#13: Be specific and realistic about these.
#14, #15, #16: Our synod’s compensation guidelines are on our website at www.swtsynod.org

Section IV
Commentary—A very worthwhile section. The four topics suggested in the sample are excellent.
#17: The “Seven Reflections on Ministry” are optional, but very helpful to candidates as they try to discern their calling. You may fill out whichever you think most germane. There are “Twelve Reflections on Ministry” on the RLP.
#18: Reflect upon discussion the Call Committee had with the Congregation Council and the Round Table Consultation in finalizing the MSP.
#19: This should be:
   Pastor Sue Briner
   Bishop’s Associate
   sbriner@swtsynod.org
   830-379-9900
#20: This reference, unlike those in #9, will be asked to submit a brief written “Ministry Site Characteristics” questionnaire. Make certain that this reference is willing to do that—and that they will be objective.
APPENDIX 7: Congregational Size Characteristics

Congregational Size Characteristics

**Patrachal Matrchal**
- Family Church - Personal Ownership
- Clergy for Traditional Pastoral Care
- Very High Pastoral Turnover
- Often Survive by not Taking Pastors Seriously
- Toughest Place for New Pastors Right Out of Seminary, Therefore ...

**Pastoral**
- Pastor Is Central
- Pastor Must Delegate ... Or Else
- Formula Size for Clergy Burnout
- Expectations High, Personal
- Oppressive Time Demands on Pastor
- Growth Often Depends on Popularity of Pastor
- Hard on Pastor’s Spouse and Children
- Most Churches are this Size

**Program**
- Many Leader Cells - Many Programs
- Lay Leadership Vital
- Clergy Still Central, But Role Shifts
- Administration: Recruiting, Planning, Training, Evaluating, Coordinating, ...
- Pastor has Little Time for “Just Stopping in for Coffee in the Kitchen”
- Pastor Helps People Arrive at Consensus
- Pastor Is Also A Motivator and Trust Builder

**Corporate**
- Quality of Worship High Priority
- Music Program Top Notch
- Head of Staff Spends Quality Time on Sermon Prep and Worship Planning
- Has Head Pastor as Symbol of Unity and Stability
- More Complex Than Program Church
- Multiple Staff Collegial, Yet Diverse
- Staff Must Have Fun Working Together
- Leaders Generate Energy, Momentum
APPENDIX 8: Sample Letters

Release of Candidate following the Initial Phone or a Face to Face Interview
Dear Pastor Buck:
On behalf of the Call Committee at ___________ Lutheran Church I want to express our sincere appreciation for the opportunity to visit with you on _________. I thought it was a very helpful and informative interview that gave us a clearer perspective on your many gifts as a Lutheran pastor.

After careful and prayerful discernment, it is our conclusion to release you from further consideration. Please do not interpret this decision as a personal reflection on your skills as a pastor; rather it is a reflection on our assessment of the current leadership needs of this congregation and our effort to find the person who best meets those criteria.

Some of our thoughts as to why you are not a “best fit” for us at this time are....

If you have questions or concerns about the interview, I would be happy to discuss them with you. You may contact me at ____________.

I wish God’s richest blessings on your continued ministry.

Sincerely yours,

Your Name
cc: The Rev. Sue Briner, Bishop’s Associate

Invitation for Personal Interview Following Initial Phone Interview
Dear Pastor Doe:
On behalf of the Call Committee at ___________ Lutheran Church I want to express our sincere appreciation for the opportunity to visit with you on _________. I thought it was a very helpful and informative interview. It certainly allowed us to gain a clearer perspective regarding your many gifts as a Lutheran pastor and we thank you for that. (make reference to some of those gifts)

After careful and prayerful discernment, it is our wish to invite you to meet personally with (indicate who would be included in that meeting) in order for us to become better acquainted and to discuss in greater depth the current leadership needs of this congregation.

We would like to arrange a time when this visit would be convenient for you. Once we have arrived at a suitable time, we will arrange accommodations for you (and your spouse) while you are here. Please plan to spend (indicate the length of time) with us so that we might more fully explore our mutual vision for ministry. (If married... Please consider this invitation to also include your spouse.)

Expenses which you incur, including your transportation, will be reimbursed by the congregation.

We look forward to hearing from you at your earliest convenience. If you have special needs, please make them known and we will try to accommodate them. I can be reached by phone at ________________

I wish God’s richest blessings on your continued ministry.
Sincerely yours

Your Name
cc: The Rev. Sue Briner, Bishop’s Associate
Following an Affirming Vote of the Congregation
Dear Pastor Doe:

I wish to confirm, following our telephone conversation of (indicate when), that the members of the congregation at a specially called congregational meeting on (indicate date) have voted to extend to you a Letter of Call to become Pastor of ________ Lutheran Church.

The Letter of Call, along with the “Definition of Compensation, Benefits and Responsibilities of the Pastor” has been delivered to our Bishop’s office for signature. Once you have received these documents we understand, according to the constitution of the ELCA, you have thirty days to consider your decision. We will pray for the guidance of God’s Spirit through your deliberation and place our hope in His hands that you will be led to consider a favorable response to our invitation to become our pastor. We await your answer with excitement and enthusiasm at the prospects of engaging with you as our spiritual leader in service to our Lord and Savior, Jesus Christ, through the ministry of ________ Lutheran Church.

Sincerely yours,

Your Name
cc: The Rev. Sue Briner, Bishop’s Associate
APPENDIX 9: Interview Evaluation Form

Please complete a copy of this form for each Candidate you interview and fax or mail to the Bishop’s Office
** CONFIDENTIAL ** To the Bishop’s Office ** CONFIDENTIAL **
Not for Release to the Pastor

Southwestern Texas Synod, ELCA; 1090 Oestreich Drive; Seguin, Texas 78155-3403
Telephone: 830-379-9900; FAX: 830-379-9990

The Call Committee of ______________________ Lutheran Church in ________________,
Texas is releasing from consideration for call the name of

Pastor ________________________________

To assist you in your work with pastors as they evaluate their skills and seek appropriate ministry opportunities,
we offer the following regarding our contacts with this pastor:

1. Our evaluation is based on: no contact / phone interview / personal interview / other.

2. Describe the first impression that the pastor gives: ________________________________

3. The pastor's three best skills and abilities seemed to be: ________________________________
                                                                                     ________________________________
                                                                                     ________________________________
                                                                                     ________________________________

4. The pastor's three growing areas seem to be: ________________________________
                                                                                     ________________________________
                                                                                     ________________________________
                                                                                     ________________________________

5. The main reason that we are releasing the pastor from consideration is: _______________
                                                                                     ________________________________
                                                                                     ________________________________

6. The pastor could improve his/her interviewing skills by: ________________________________
                                                                                     ________________________________
                                                                                     ________________________________

7. Other comments: ________________________________
                                                                                     ________________________________
                                                                                     ________________________________
                                                                                     ________________________________
                                                                                     ________________________________

, Call Committee Chairperson
APPENDIX 10: Compensation Worksheet

DEFINITION OF COMPENSATION, BENEFITS, AND RESPONSIBILITIES OF THE PASTOR

Prepared by ____________________________

for the Reverend ____________________________

for the period: ____________________________ to ____________________________

A. COMPENSATION

The congregation will provide the following annual compensation:

1. Base Cash Salary $________

2. Housing Allowance (as provided) $________

3. Self-employed Social Security payment allowance (as provided) $________

4. If a parsonage or other housing is provided:
   a. Utilities allowance $________
   b. Furnishings allowance $________
   c. Housing equity allowance $________

B. PENSION AND OTHER BENEFITS

The congregation will sponsor the pastor in the Pension and Other Benefits Program of the Evangelical Lutheran Church in America, which provides retirement, disability, survivor, and medical-dental coverage. (Sponsorship will include medical-dental coverage for the pastor's spouse and children unless they have other employer-provided group medical insurance coverage and the pastor consents to waiving medical-dental coverage for them under the ELCA Pension and Other Benefits Program.)

1. ELCA Pension at ________% of defined compensation

2. ELCA Medical-and-Dental Insurance (check one below):
   a. Member only $________
   b. Member and spouse $________
   c. Member and children $________
   d. Member, spouse, and children $________
   e. Coverage waived $________

3. Other insurance or benefits: $________

C. EXPENSES

The congregation will provide for the following expenses related to this pastor's ministry:

1. Automobile and travel allowance $________

2. Other professional expenses $________

3. Expenses for official meetings of the synod, as reimbursed $________

4. Continuing education ($1,000 recommended; minimum $700 from calling source) $________

5. Other (________________________) $________

6. Pay the moving expenses to this field of service as follows: $________

D. AGREEMENT

1. Vacation time of ________ days per year, including ________ Sundays;

2. Continuing education time of ________ weeks per year (recommended minimum of two weeks per year that may be accumulated up to three years, as reflected in a continuing-education agreement developed by the pastor and congregation council);

3. Participation in a First Call Theological Education Program, where applicable;

4. Ongoing care through a Mutual Ministry Committee;

5. Up to two months of continued salary, housing, and contributions to the ELCA Pension and Other Benefits Program in a 12-month period in the event that the pastor is physically or mentally disabled; and

6. Where applicable, parental leave up to six weeks with full salary, housing, and benefits.

* Provision may be made for further unpaid time for disability recovery, as agreed by the congregation, but with the stipulation that unused accumulated sick leave will not be compensated at the end of this call.
A description of the particular responsibilities of this position may be attached to this "Definition of Compensation, Benefits, and Responsibilities."

OR THE FOLLOWING MAY BE COMPLETED

E. OTHER PROVISIONS
    Special emphases of the pastor and special encouragement by the congregation:

1. During this time period, the pastor will give special attention in ministry to the following:
   (a)  
   (b)  
   (c)  
   (d)  
   (e)  

2. The congregation will encourage this pastor's ministry in the following ways:
   (a)  
   (b)  
   (c)  
   (d)  
   (e)  

F. OTHER MATTERS
   (Such as accountabilities, service on synodical or churchwide boards and committees, work in churchcamp programs, or other such details)

We, the undersigned, certify that the necessary approvals of the congregation and congregational council have been granted for the provisions set forth above.

________________________________________
Congregation President

________________________________________
Council Secretary

Date:________________________

I certify that I accept the above statement:

The Reverend ___________________________ Date of signature:________________________

NOTE: Retain original in records of the congregation. Make a copy for the pastor. As a matter of information, send a copy to the synodical office. A description of the particular responsibilities of this position may be attached to this "Definition of Compensation, Benefits, and Responsibilities."

(Revised January 6, 2000)
LETTER OF CALL

TO AN ORDAINED MINISTER OF THE EVANGELICAL LUTHERAN CHURCH IN AMERICA

In the Name of the Father,

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

a congregation of the

of the Evangelical Lutheran Church in America
meeting on

extends to you this call to serve as

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

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

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

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

______________________________
President

______________________________
Secretary

Attested by _______________________
Bishop of the _______________________

Date of synodical bishop's signing _______________________

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Other Workshops Available:
- Relationships: In A Healthy Congregation
- Healthy Congregations: Develop Generous People
- The Spiritual Care of Healthy Congregations

What is the cost?
Your cost for each workshop is only $20 per person to cover the cost of their study guide, food and to offset facilitator travel costs. This may be covered by the congregation or by the individual participants. Payments will be received with registration.

Trained Facilitators
Pastor Sue Briner and Pastor Bill Swantner are both trained as Healthy Congregations Facilitators and have taught and used the workshops extensively in their ministry contexts.
For more information, or to schedule a workshop for your congregation, contact:
Pastor Sue Briner
(843) 810-9449
sbriner@swtsynod.org
or
Pastor Bill Swantner
(210) 416-3578
seminarygrad1994@yahoo.com

Healthy Congregations
A series of workshops designed to give leaders the tools they need for mission-focused leadership.

Southwestern Texas Synod
1090 Oestreich Dr.
Seguin, TX 78155
Phone: 830-379-9900
Fax: 830-379-9990
E-mail: sbriner@swtsynod.org

http://www.healthycongregations.com/
HEALTHY CONGREGATIONS

Where is your congregation headed?

Workshops

With breaks, meals and conversation, each workshop lasts about six hours.

Three workshops build on one another; they should be taken 4-6 months apart.

Pastors, Councils, call committees, church staff and other church leaders should attend.

Congregations can combine resources by hosting workshops together.

Workshops are interactive, and learner centered. Creative teaching techniques include videos, group projects, case study, practice, large and small group discussion.

Basics of the Workshops

Workshop #1
Creating Healthy Congregations

- Introduction to Systems Thinking as a way to see the congregation
- Equipping leaders to value differences, focus on strengths and mission.
- Leaders will begin to develop/refine their mission and vision for the future

Workshop #2
Healthy Congregations Respond to Anxiety and Change

- Equipping leaders to respond to anxiety and change (rather than react to it)
- Equipping leaders to effectively manage conflict (rather than avoiding it)
- Equipping leaders to act flexibly and creatively

Workshop #3
Leadership in Healthy Congregations

- Equipping leaders to promote health through their presence and functioning
- Equipping leaders to challenge people
- Equipping leaders to provide immune capacities

These workshops enable leaders to:

- Gain a renewed sense of purpose and mission
- Cultivate strong leadership capacities to challenge the congregation
- Learn how to develop healthy patterns of living together in community
- Learn to focus on strengths, resources and options for the future
- Boost confidence in responding to challenges and opportunities
- Learn how to lead with calm and thoughtfulness
- Reflect theologically about relationships
- Move the congregation toward healthier functioning