

OPERATIONAL PROCEDURES

FOR THE

CAMPUS MINISTRY COMMITTEE

Synod of Alberta and the Territories

May , 2002

I. MISSION

This document establishes operational direction to the Synod Campus Ministry Committee (hereinafter named SCMC) for meeting the mission of the Synod of Alberta and the Territories pertaining to campus ministry. That mission is stated in Article IV. Sections 1 and 2 of the Synod Constitution:

1. As the regional expression of the Evangelical Lutheran Church in Canada, and in faithfulness to the Lord of the Church, this synod shall facilitate and advance the mission of this Church within its territory.

Guided and empowered by the Holy Spirit, it shall carry out this mission by shepherding its congregations and ordained ministers, and by engaging in other forms of ministry which proclaim God's Word and serve to bring reconciliation to the world.

2. The mission of this Church, as an expression of the universal church as an instrument of the Holy Spirit, is to bring the Gospel of Jesus Christ to people in Canada and around the world through the proclamation of the Word and the administration of the Sacraments and through service in Christ's name.

II ROLE OF THE SYNODICAL CAMPUS MINISTRY COMMITTEE:

The specific task assigned to the Synod Campus Ministry Committee (SCMC) is defined in the Synod Bylaws, Part XI, Section f.:

In advancing the mission of the synod, SCMC will:

- i. Support Lutheran witness at post-secondary institutions through*
 - Promoting campus ministry;*
 - Advising and assisting the synod with respect to adequate funding for ministry at the post-secondary institutions in the synod.*

- ii Provide oversight for existing campus ministries by:*
 - Recognizing and cooperating with local campus ministry councils who administer property and programs at campus ministry sites as defined in the "Guidelines for Local Functioning";*
 - Reviewing and approving program and budget proposals from local campus ministry councils;*
 - Recommending to the synod council the calling of a campus chaplain nominated by the local campus ministry council in consultation with the bishop.*

- iii Extend Lutheran campus ministry by:*

*-Assisting conferences and congregations in the development of local administrative structures and/or programs on local sites;
-Participating in regional, cooperative approaches to campus ministries based on compatible confessions of faith.*

III ORGANIZATION

The following policies, moderately paraphrased, are defined by the synodical bylaws with references following each category.

A. Membership:

1. The Committee shall consist of at least five and no more than eight members elected or appointed in such a manner that approximately one half of each committee is elected or appointed biennially. Each conference of the synod shall be entitled to one representative on the committee.
2. The Committee shall have members elected by the conferences in convention for terms of four years, taking into consideration lay, ordained and gender representation.
3. No elected person shall be eligible to serve more than two consecutive terms.
4. If there is need for more than five members on the committee, the synod council may appoint members at large up to the full complement of eight, for terms of two years, providing that not more than one-half of the committee is replaced at once and clergy/lay/gender balance is maintained. No appointed person shall be eligible to serve more than four consecutive terms.
5. No person shall be a member of any other synodical committee, or a member of the synod council, at the same time as they are serving the Campus Ministry Committee.
6. Vacancies may be filled by conference council appointment until the next conference convention. (See Bylaws, Part XI, Section 2.b.,c. and Part II.h.)

*** The following bylaw change is being proposed to the June 2002 Synod Convention to specify who begins the process of filling a vacancy: Vacancies may be filled by the chair of the committee sending a request to the synod office that a conference council appointment be made until the next conference convention.**

B. Function:

1. At the first meeting after each synod convention, the Committee shall elect from its own membership a chairperson, a vice-chairperson, and a secretary.
2. The Committee shall meet at least once each year.
3. A majority of the membership shall constitute a quorum.
4. The SCMC shall work under the direction of the bishop, and shall report to the convention and synod council through the bishop's office.
5. Sub-committees for specific purposes may be appointed when deemed necessary and expedient. The sub-committee:
 - a. may be appointed for a period not exceeding two years. Reappointment for an additional two years term may be made after evaluation of the first term.
 - b. The chairperson of the SCMC shall be an ex officio member of a sub-committee but shall not be the chairperson of the sub-committee.
6. The SCMC has no authority to make policy for the synod. Recommendations for policy changes shall be referred to the bishop for consideration and approval of synod council.

(See Bylaws, Part XI, Section 2.d., e., f., g., h., i.)

C. Responsibilities of Committee Members:

2. Members shall carry out their duties in good faith with a reasonable degree of diligence, care and skill.
3. Any member who is unable to attend a scheduled meeting shall notify the chairperson. Membership on the committee or sub-committee will be forfeited by absence without valid excuse, from two consecutive meetings.
4. A member representing a conference shall serve as the liaison person to that conference.
5. Lay members shall be held to the same standard of conduct as ordained ministers.

6. If a member is deemed negligent in carrying out his or her duties, or conducts him or herself in ways deemed inappropriate to the position held, the bishop may take

action as follows:

- a. If the alleged negligence or misconduct is of a relatively minor nature, the bishop shall counsel with that member informally in keeping with Matthew 18:15-17. Such counsel shall be offered in Christian love, and if heeded, shall not be considered a disciplinary measure, nor shall it be recorded.
- b. If the alleged negligence or misconduct is of a more serious nature, disciplinary action shall be formally administered by the bishop. In such cases the bishop shall inform the member in writing of the alleged negligence or misconduct, arrange to meet with the member, and determine whether the allegation has substance.
- c. If there is a finding of negligence or misconduct, the bishop may impose:
 - censure;
 - suspension from the committee until such time as evidence is given that corrective action has been taken; or
 - removal from the committee.
- d. The disciplined member may appeal the action of the bishop to the synod council. In the event of an appeal, the decision of the synod council shall be binding.

(See Bylaws, Part XI, Section 3.a., b., c., d., e., i., ii.,iii.,iv.)

7. All committee members individually and collectively should attempt to avoid any real or perceived conflicts of interest. A conflict of interest is a situation in which a person is placed in a position where they are under obligation to a person (through employment both current or past, membership in a group, investment, consulting work, family relationship, etc. who might benefit from special consideration or treatment from them in their activities on this committee. Conflicts may be financial or non-financial in nature. Members who believe they are in a conflict of interest on any issue should inform the chair and abstain from discussion and vote on the issue. If the chair is in conflict, the vice-chair shall take the chair for discussion of said issue.

IV OPERATIONAL GUIDELINES for SYNOD CAMPUS MINISTRY COMMITTEE

These guidelines are suggested as a means of enabling the mission of the church and the

policies of the synod in relation to campus ministry:

A. Meetings

1. The SCMC normally meets twice each year, in the fall and the spring.
2. Seat and voice shall be extended to persons who can provide additional resources and expertise, including but not exclusive of,
 - the chaplains;
 - the synod program advisor;
 - local council chairs or their delegates;
 - the national campus ministry coordinator;
 - a local Lutheran Student Movement representative; and/or
 - other participating ecumenical partners in campus ministry.
3. Sensitive issues will occasionally obligate the Committee to observe greater respect for confidentiality and for the freedom of speech encouraged by privacy. *In camera* session shall be held upon the agreement of a simple majority of committee members. No notes will be taken during the session; however, motions resulting from an *in camera* discussion may simply refer to “as agreed upon in the *in camera* session” with enough information to make it clear what was discussed without revealing details. Items of business discussed in an *in camera* session are for the information of the Committee only. Documents distributed shall be returned to the secretary at the conclusion of the session and destroyed except for one copy filed in the Bishop’s office. Committee members who were absent from the session may view the Bishop’s office copy of any documentation. In general, only Committee members shall attend *in camera* sessions. Others may be invited to attend with the simple majority of the Committee.
4. Business of the SCMC shall normally be conducted at regularly scheduled meetings; however, when unusual circumstances require a decision and time is of the essence, the chairperson may call a meeting using real time electronic media. In cases where discussion is preferred, a teleconference will be arranged; where information is relatively straight-forward, a mail vote may best suit the purposes.
 - a. Real Time Electronic Meeting
Members will be contacted in advance of the meeting to ensure a quorum will be available to participate in a confidential manner. Time, date, purpose and procedure will be clarified. Documentation supporting the discussion and an agenda will be distributed in advance and only agenda items discussed. Motions and votes shall follow normal procedure with each person ‘registering’ their vote with the chair. Minutes will be kept by the secretary and adopted by the next regular meeting of the SCMC.
 - b. Mail Votes

Information will be sent to members of the SCMC and other regular participants. The information package will include material and resources supporting the discussion, a ballot (members only), and the deadline for return of the ballot. The ballot shall state the motion, space for response, date and signature along with a addressed, stamped envelope. The motion shall be reported to the next meeting of the SCMC and added to the official minutes of the subsequent meeting.

B. Liaison with Local Councils

1. The SCMC will appoint from its membership a liaison to each local campus ministry council or organization, to act as advisor with seat and voice.
2. The liaison member from Synod Campus Ministry Committee shall be the person to whom any concerns about the ministry should be addressed. These will then be raised with Synod Campus Ministry committee and reported to Synod Council as needed.

C Support

- 1 The SCMC will support Lutheran and ecumenical campus ministries on the territory of the synod, including those at the University of Alberta, University of Calgary, Lethbridge Community College/University of Lethbridge, Augustana University College and Canadian Lutheran Bible Institute, and any others that shall be formed by:
 - a. becoming familiar with the campus ministries in the synod;
 - b. visiting the campuses on which we have campus ministries;
 - c. holding up and encouraging support for campus ministries of the synod;
 - d. speaking positively about campus ministry in personal conversations and publicly as the opportunity presents itself;
 - e. supporting the work of local councils;
 - f. supporting the work of campus chaplains through chaplainal care in cooperation with the bishop and participating members and council members of the campus ministry.

D. Calls

- 1 The SCMC will follow the Call Process Manual, (latest version, 2001) approved by synod council.

- 2 The SCMC will recommend to the synod council the calling of a campus chaplain nominated by the local campus ministry council in consultation with the bishop.
- 3 The SCMC and the local council will jointly develop a "terms of reference letter" to be shared with a prospective chaplain when issued the Letter of Call. The terms of reference shall include job description, evaluation process, length of call, and any specific goals and objectives of the incumbent.

E. Evaluation and Review Procedures

1. It is the responsibility of the SCMC to provide resources for local campus ministry councils for the annual reviews and longer term evaluation of campus ministers and campus ministries. These shall include resources regarding:
 - job descriptions and letters of call
 - recommendations related to an evaluation model e.g. purpose, frequency, style and manner of the evaluation,
 - and possible instruments to carry out the evaluation (See Appendix and “Campus Ministry Handbook”)
2. The SCMC shall provide input to the evaluation of campus ministers and campus ministries.
3. Terms of reference, or letter of call for a prospective chaplain shall include:
 - a. A JOB DESCRIPTION WITH THE FOLLOWING ELEMENTS:
 - A clear description of the current ministry
 - Qualifications of the person; ordained or not, experience, particular skills
 - A list of activities which illuminate how the person shall provide a ministry to the University community. These may be organized under the following activities: priestly, chaplainal, prophetic and administrative or worship, nurture, outreach, administration. Ordained chaplains may include a ministry of Word and Sacrament.
 - b. REPORTING STRUCTURE OF THE POSITION
 - c. HOW AND WHEN EVALUATION SHALL OCCUR
 - d. HOW ORIGINAL JOB DESCRIPTION CAN BE ADAPTED/ USED ON AN ANNUAL BASIS TO GUIDE A Chaplain’S WORK
 - e. TERMS OF EMPLOYMENT (appointment by whom, level (full time,

part time), term of appointment, salary and benefits, starting date)

4. Evaluation Model

a. Purpose

1. To support and improve the quality of Lutheran Campus Ministry in the Synod of Alberta and the Territories
2. To celebrate the achievements of the campus chaplain and all participants in the Ministry
3. To identify issues and propose strategies of resolving them

b. Assumptions of evaluation and review

1. The evaluation is not just about a review of the campus chaplain. It is a collegial process which must involve and assess all the components of the ministry, e.g. leaders, any paid staff, students, local council members, faculty, administration who are involved in the ministry.

2. Evaluation should not be established as a negative process which is designed to find problems. It should offer many opportunities to express differences without fear of rejection, to celebrate, to identify and resolve issues before they are too big to handle, and to plan and establish goals for the future in a timely way.

3. It is assumed that campus ministries may adapt the evaluation model to suit their requirements. SCMC shall be informed of the process used to conduct annual and indepth evaluations.

c. Where shall the evaluation and review take place

1. On campuses where there are full time and part time campus chaplains receiving synod support

2. On campuses where there are ecumenical ministry chaplains receive synod support

3. On campuses where there are part time volunteer chaplains receiving synod support

d. Timelines

1. Prior to the beginning of fall classes, the annual goals and objectives for the ministry's program should be established.

2. Each year the campus chaplain should establish his/her own

personal goals for the year. These should include goals for personal self development.

3. A yearly evaluation of the achievement of the stated yearly goals and objectives for the ministry program as well as for the campus minister should be conducted in the spring of the year. This review may be completed by the chair of the council and the chaplain (or another designated member of council). The SCMC liaison may be invited to provide an evaluation. The format should be simple yet complete and fit the needs of the ministry. SCMC should receive a letter indicating the results of the review and the strategies that will be used to address any issues noted in the review. (see suggested formats for an annual review)

4. An indepth review of the ministry and the campus chaplain should occur every four years on the anniversary of the appointment of the campus chaplain. Extraordinary reviews may be requested at any time by SCMC.

5. A mutual ministry committee of up to 3 persons , selected by the campus minister and the chair of the local council, may be appointed to offer encouragement, problem solving advice, and to give advice or consultation on any issue that is relevant to the chaplain.

e. The evaluation model

1. Annual review

a. Criteria

1. The annually established goals and objectives for the minister and the ministry.

b. Team

The Chair of the local council shall conduct the review
Additional members up to three may be added if desired.

c. How input shall be gathered

The local chair shall meet with the campus minister to discuss achievements and areas for improvement. Goals for the next year shall be established with consideration of the results of the annual review. The SCMC may be asked to provide input. The reports provided to the SCMC may be utilized in the annual review.

d. Results of the annual review may provide input to salary/benefit discussions.

e. SCMC shall receive a letter informing them of the results of the annual review and a copy shall be forwarded to Synod Council

2. Indepth review

a. Criteria

1. The SCMC adopts the criteria established by the Center for the Study of Campus Ministry (1978. See appendix) One of the guidelines established by this centre is: “that not all campus ministries will meet all the criteria and have full and satisfying answers to all the evaluative questions but rather that among all the areas of service described here, priorities will have to be established and some areas will be omitted.”

b. Make up of the evaluation team

1. Five people: one local committee member, one SCMC member, one campus community member, two student members.

c. How input will be gathered

1. The Campus Chaplain shall write a self appraisal of his/her achievements and challenges during the last four years.

2. The Local Campus Council shall write a self appraisal of the achievements and challenges of the Campus Ministry
These two self appraisals shall be provided to the evaluation committee and to any other member who desires them in order to write their own comments.

3. Written input shall be solicited from a wide variety of members who have had contact with the Campus Ministry and the Campus Chaplain (e.g. students, SCMC, the Bishop, local chaplains, other campus chaplains etc.) This input may be collected in a variety of forms: surveys, focus group meetings, interviews, or written letters. (see sample formats in appendix?) The input shall be received and summarized confidentially so that no names are attached to the information.

d. Reports

1. An evaluation team shall consider all material received, as well as allow the campus chaplain and chair of the local council to present themselves at a meeting to respond to questions. b. The team will draft a written response to the campus chaplain and to the local council related to each of

these parts of the ministry. The letter should identify strengths and achievements, how well personal or ministry goals have been achieved, any directions that might be pursued for the next year, and concerns that need to be handled before the next annual review. In cases where the review is a negative one, a clear rationale should be provided.

2. After the meeting the chair of the evaluation team should meet personally with the campus chaplain and the chair of the local council regarding the findings.

3. The Campus Chaplain and Local Council shall have an opportunity to comment in writing to SCMC on the comments or final decision that were received.

4. A copy of the evaluation team report as well as the response of the chaplain or local council shall be provided to SCMC. A letter informing the Chaplain and the Synod Council of the results shall be prepared by SCMC.

F. Executive SCMC Roles

The SCMC will organize itself with the following roles:

1. Chairperson:
 - a. Prepare, in consultation with the synod program advisor, the meeting agendas and distribute to SCMC members for their preparation prior to meetings;
 - b. Chair meetings of the SCMC;
 - c. Prepare a written report for synod convention, conference conventions, and any others requested, and attend synod conventions to respond to questions about campus ministry;
 - d. Serve as ex officio member of any sub-committees established by the SCMC, but not as chairperson;
 - e. Receive the budget requests of the local campus ministry councils and distribute to members of the SCMC for preparation before allocation of funds at the fall meeting;
 - f. Receive and present progress reviews of the budget for meetings of the SCMC.
2. Vice Chair:
 - a. In the absence of the chairperson, chair meetings of the SCMC;

- b. Serve other tasks as may from time to time be requested by the SCMC and/or chairperson.
- c. Conduct orientation of new SCMC members:
 - i. In order to facilitate their participation, new SCMC members will be provided with information about the purpose, roles and operation of the Committee. Current issues facing the SCMC will also be identified so that new members might be able to participate more effectively.
 - ii The orientation will be provided by the vice-chair and/or the synod staff liaison within the first three months of election/appointment and preferably before the first meeting of the SCMC following election/appointment.
 - iii Orientation will include committee data such as size, representation, mandate (synod bylaws), role and objectives.
 - iv Operational procedures will be described with regard to meetings, use of committees and committee of the whole, role of members and liaison members on SCMC, expense guidelines, nature of campus ministry in the various sites within the synod, code of conduct and conflict of interest policies, relationship to synod council and to the national church, and committee self-evaluation procedures.
 - v New members will be given the “Operational Guidelines for Campus Ministry”, a copy of the national “Campus Ministry Handbook” and a copy of the most recent minutes of the SCMC.

3 Secretary/Treasurer

- a. Prepare minutes of the Committee for distribution to the Committee;
- b. Minutes of the Committee shall be preserved in the synod office.
- c. Ensure minutes and written records are submitted to synod office for preservation in the archives.

4 Local Council Liaisons:

- a. Liaise with local councils through various means;
- b. Local Council Liaisons will have seat and voice when attending local campus ministry council meetings.
- c. Report to SCMC on local matters as relevant.
- d. Serve as the contact person who receives information about concerns about the ministry and report such concerns to SCMC as appropriate.

G. Funding Guidelines

1. Synod Financial Support

- a. The funds provided by the Synod are intended to cover the following expenses of the campus ministry:
 - salary for campus chaplain (as determined by the synod salary guidelines for ordained and lay ministers),
 - benefits associated with such position
- b. Given that synod funding is partial funding of a campus ministry, campus ministries shall be expected to contribute to the funding of the total ministry through local fund raising, joint fund raising e.g. Loonie Sunday, and contributions from the local congregations. Such fund raising shall follow the policies established by SCMC (see section G 4).
- c. Campus chaplains who are employed part time or employed in an ecumenical ministry shall receive pro-rated salary and benefits as established by the call letter or ecumenical ministry agreement.
- d. Similarly, campus ministries that change from full time to part time shall receive partial funding.
- e. The annual review of each campus chaplain and ministry shall provide the opportunity for the local administrative group to consider increases in pay and/ or benefits. Such increases should be included in the annual budget request to SCMC
- f. The proposed annual budget request shall be detailed enough for SCMC to identify all sources of income (including fund raising plans) , expected expenditures (including the salary and benefit information relevant to the synod guidelines and the incumbent's current status) , program plans for the upcoming year, and a rationale for any increase or decrease in synod funding for the program.
- g. New ministries shall be able to access a start up fund, the Campus Ministry Development Fund, to be established through a synod wide appeal.

2. Allocation Process

The SCMC has the responsibility to allocate the funding to individual campus ministries that is received from the synod (Synod Bylaws Part XI, Section f)

- a. The following documents will be reviewed in order to facilitate this allocation process:
 - audited financial statements for the current year (Note: these may be audited by volunteer auditors)
 - two year budget funding projection sheet and yearly budget/funding request check sheet(see Appendix for forms)

- a program proposal and evaluation of past year programming
 - year end budget/funding check sheet (see Appendix for form)
 - items listed in 1f above should be acknowledged in such request
- b. The SCMC shall make the recommendation for allocation of funds and for funding of campus ministries for future years to Synod Council following the funding cycle specified in this document (see section G. 3)
- c. Campus ministry may appeal to Synod Council regarding funding decisions of the SCMC.
4. Funding Cycle
- a. The SCMC requires that all campus ministries submit a two year rolling budget at times that fit the Synod Budget Cycle as well as the yearly time cycle of campus life. The following is a suggested cycle:
- Spring: CM Submit audited financial statements and a year end report including program evaluation of the ministry,
- Fall : CM Update yearly budget request and include proposed budget for the next year in an updated two year budget proposal
- Fall: SCMC draft the budget proposal that will go to Synod council
- Feb: SCMC Send final budget proposal to Synod Council to receive yearly allocation and to project needs for the next year
- May SCMC sends updated two-year budget projection to Synod Council.
- June: Synod prepares next year's budget.
- b. Format for Budget Requests and Reports
1. All Campus Ministries will submit budget requests and reports on standard forms (see Appendix):
- a. Yearly Budget Submission (for use at time of each ministry's yearly funding request & SCMC approval)
 - b. Year End Report (for use at time of reconciling each ministry's last year's budget & requesting funds for next year)
 - c. 2-Year Budget Projection (per Campus Ministry)
2. SCMC shall coordinate the funding requests
- a. 2-Year Funding Forecast (includes all Campus Ministries for SCMC to approve & sign off to Synod Council)
4. Fund Raising Guidelines
- a. Each local campus ministry council will raise a portion of its budget through local fund raising.
- b. To supplement the grant of the synod, SCMC will recommend proposed synodical fund raising appeals to synod council for its approval.

- c. SCMC will coordinate all synodical fund raising appeals.
 - d. Gifts from synodical fund raising appeals will normally be divided equally among the synodically funded campus ministries, except where designated for a local campus ministry.
 - e. Gifts anticipated and received through synodical fund raising appeals will be reported on a separate line item in the budgets/statements of local campus ministry councils.
 - f. Local CM fund raising programs will not target congregations outside the local conference or conferences , although local campus ministry alumni and individual donors outside the conference may be solicited.
 - g. Local fund raising activities will be proposed to SCMC for review and recommendation to synod council for approval.
 - h. All fund raising activities must comply with the mission and ministry of the Synod of Alberta and the Territories, Evangelical Lutheran Church in Canada, as set forth in its constitution and bylaws.
5. Protection of Campus Ministry Financial Assets / Financial Controls
- a. Local councils must ensure the following basic financial controls are in place:
 - With Respect to Cash Receipts - Required Financial Controls:
 - Two persons responsible for counting and recording cash receipts.
 - The record of cash receipts for each particular count should be signed off by both counters.
 - The two persons responsible for counting must not be related
 - Upon completing and recording the count, the bank deposit is prepared and when completed, either placed in safe-keeping or taken directly to the bank
 - With Respect to Cash Receipts - Desired Financial Controls
 - The two person counting teams should be rotated, as well, team members should be rotated.
 - The two person team that counts and records the deposit should not include the Treasurer or Financial Secretary
 - If a deposit cannot be made immediately or if a night deposit is not available, a safe should be available to store the deposit until it can be taken to the bank.
 - With Respect to Cash Disbursements - Required Financial Controls
 - Two signing officers for cheques are required.
 - Signing officers must be unrelated.
 - Cheques must not be signed in advance and left blank
 - Prior to signing cheques, supporting invoices and vouchers must be reviewed and initialed by cheque signatories where applicable.
 - With Respect to Cash Disbursements - Desired Financial Controls
 - Canceled cheques should be returned with bank statements.

b. Other Financial Controls - Required

Timely preparation and review of annual financial statements and records by persons not involved in the day to day financial administration should include the following:

- i. Cheques should be reviewed for signatures, proper payee corresponding to relating supporting documents, endorsements corresponding to payee;
- ii. Monthly bank reconciliations should be reviewed;
- iii. Bank deposits should be compared to the bank statements, signed counting records and bank reconciliations; and
- iv. Financial statements should be compared to the previous year on a line- by-line basis and any unusual fluctuations explained
- v. Voluntary auditors are acceptable and an annual audit is required

c. Other Financial Controls - Desired

- Monthly preparation and review of revenue and expenditures by the local council.
- Monthly review of bank statement and bank reconciliation by the local council.
- Local councils should consider a formal audit when resources allow.

(Note: This information on financial controls has been taken from the ELCIC's Treasurer's Information Booklet 2002 with one change: "congregation" has been replaced by "local council.")

d. Insurance Required

- Liability or counseling insurance for campus ministers
- Property insurance (if applicable) must be acquired
- Bonding insurance for losses

Insurance Desired

- Liability insurance for directors of local council

H. New Initiatives

The SCMC will assist conferences and congregations in the development of local administrative structures and/or programs on local sites, participating in regional, cooperative approaches to campus ministries based on compatible confessions of faith.

V. LOCAL COUNCIL GUIDELINES

The following guidelines shall guide the functioning of the local organizing and managing groups for Lutheran campus ministries or ecumenical ministries with a Lutheran contributing member. While these groups may be referred to as councils, boards, or support groups, they shall be referred to as “councils” in this document.

Lutheran Ministries

A. Name:

The name of the local campus ministry administrative organization shall reflect the denominational participation, and the location of the ministry.

B. Relationships:

- 1 Each Lutheran campus ministry which receives funding from the Synod of Alberta and the Territories, Evangelical Lutheran Church In Canada on behalf of and within the

provisions of the Synod of Alberta and the Territories, Evangelical Lutheran Church in Canada, shall be administered by a local council.

Other Lutheran campus ministries which do not receive funding (e.g. Augustana University College, Canadian Lutheran Bible Institute) may develop alternative administrative arrangements.

- 2 The Local Council shall be directly responsible to the Synod of Alberta and the Territories through the Synodical Campus Ministry Committee (SCMC).
- 3 **Organizational Chart (See Appendix)**
The organizational chart (See Appendix) notes that Synod Council provides the policy and overall management of all ministries in the Synod including campus ministries, SCMC has been delegated the responsibility of providing general oversight of campus ministries, and local councils provide the day to day supervision of campus ministries. Local councils and chaplains report to SCMC, and SCMC reports to Synod Council.

C. Roles and Responsibilities:

The Local Council shall:

1. Establish and implement, in consultation with SCMC, a mission statement, terms of reference, and appropriate local administrative policies to guide its work.
2. Develop an appropriate job description, specific goals and objectives, evaluation process and length of call, for the calling and maintenance of a campus chaplain and other campus ministry personnel, utilizing the policies or guidelines for calling a chaplain developed by the Synod of Alberta and the Territories.
3. Nominate campus ministry personnel in cooperation with the Bishop, and forward name of candidate to SCMC for recommendation to synod council for call;
4. Act as a support community for campus ministry personnel;
5. Conduct an annual evaluation of the campus minister, and four year review of the ministry, utilizing guidelines and processes developed cooperatively with SCMC;
6. Submit annual goals, program and budget proposals for the ministry to SCMC for review and budget decisions as required;
7. Present written reports to SCMC as requested;
8. Report local council membership and election results to SCMC at appropriate times;
9. Submit an annual report of the ministry as well as audited financial statements to SCMC at its spring meeting;
10. Administer all funds made available by the Synod of Alberta and the Territories, and those raised locally;
11. Participate and initiate fund raising activities in accordance with SCMC guidelines to

- meet the needs of the program for the ministry,
12. Administer and maintain any property owned by the ministry (e.g. Lutheran Student Centre in Edmonton) on behalf of the Synod of Alberta and the Territories;
 13. Relate to local jurisdictions of the churches and Lutheran congregations;
 14. In consultation with SCMC, develop appropriate policies for the operation of the council including the following: conflict of interest, code of conduct of members, dealing the media and spokesperson responsibility. Communication with the media needs to be sensitive to the position of the ELCIC. If the individual providing the information has an opinion at variance with the official Church position or participating ecumenical partners' positions, this should be made clear to the media
 15. Support the local chapter of the Lutheran Student Movement - Canada if present;
 16. Nurture appropriate ecumenical relations to enhance ministry on campus;
 17. Seek to maintain interest in and support for the activities of campus ministry through its alumni.

D. Membership and Officers

1. Each ministry shall determine the size and composition of the council. Normally council members are participating members of Lutheran congregations, however, members who support the mission of the ministry shall also be considered.

Terms should be established on a rotating basis to assure continuity.

Normally, a local council consists of no less than 8 and no more than 15 members, and of those voting members there shall be at least:

- a. one chaplain (other than the campus chaplain);
 - b. one faculty member or campus administrator;
 - c. two members of the alumni and/or supporters of Lutheran Campus Ministry or the ecumenical ministry;
 - d. two student representatives;
 - e. two members from local congregations.
2. Ex officio members with voice but no vote include:
 - a. the campus chaplain;
 - b. a member of SCMC, to act as a liaison and advisory member.
 3. Normally, local council members shall serve a three year term of office, however, students may serve a one or two year term. All members have eligibility for re-appointment to a second term.
 4. The local council shall establish a nomination committee for any vacancies to the council. This committee shall broadly solicit members from each of the above constituencies and prepare a slate of members.

5. The local council slate of council members shall be presented to the SCMC for ratification. SCMC formally appoints all local council members.
6. Officers of the local council shall be elected by the council at a spring meeting and shall include:
 - a. The Chair shall preside at all meetings of the council, have ex-officio membership on all committees, and report to SCMC as requested;
 - b. The Vice chair shall assist and act on behalf of the chair as necessary;
 - c. The Secretary shall keep an accurate record of all proceedings of Council meetings and the executive committee meetings, and attend to all correspondence;
 - d. The Treasurer shall administer all funds of the local council, keeping proper records of all financial transactions of the local council and fulfilling the financial obligations to SCMC and any other denominational funding bodies in the case of ecumenical ministries. In some cases the positions of secretary and treasurer may be combined.

E. Meetings

2. Local council meetings shall be held at least four times a year. Extraordinary council meetings may be called by the Chair, Vice Chair or Chaplain as necessary. The Executive Committee may meet in between these meetings to deal with emergent matters.
3. Committees may be appointed as the need arises to handle the business of the Council.
4. The council shall annually review the functioning of the council and the progress of the ministry.

F. Member conduct

1. Members shall act with respect to each other and maintain the confidence of all matters discussed by the council;
2. Should any member feel that they are in a conflict of interest regarding any item before the Council, they should inform the Chair, and abstain from discussion and voting on the issue. If the Chair has a conflict, the Chair shall hand over the meeting to the vice-chair.

G. Reports

Chaplains shall provide regular reports to the SCMC at each of its meetings or additional reports as requested.

Local councils shall provide information to SCMC each year about the membership of the council, plan of activities and proposed annual budget, an annual report of activities and audited financial statements.

Ecumenical Ministries

While an ecumenical ministry must necessarily be unique due to its particular composition certain principles should be observed:

A. Name

The name chosen for an ecumenical ministry should be approved by all partners and should provide clear identity indicating the partners within the ministry.

B. Relationships

Before entering into an ecumenical ministry the denomination should require that a constitution be established outlining how the ministry will address the following issues:

1. Each ecumenical ministry with a Lutheran partner which receives partial funding from the Synod of Alberta and the Territories, Evangelical Lutheran Church in Canada on behalf of and within the provisions of the Synod of Alberta and the Territories, Evangelical Lutheran Church in Canada, shall be administered by a local council
2. The local council shall be directly responsible to the Synod of Alberta and the Territories through the Synodical Campus Ministry Committee (SCMC). The Local Council may also be responsible to other administrative units of contributing partners to the ecumenical ministry.
3. An ecumenical ministry will provide denominational bodies with regular reports according to each denomination's requirements.

C. Roles and Responsibilities:

The Ecumenical Council shall:

1. Operate under the provisions of the constitution developed for the ecumenical ministry.
2. Develop the terms of the chaplain's call including such things as job description, specific goals and objectives, responsibilities, accountability, salary, benefits, evaluation process and length of call etc. (see section E.3 of these operational procedures). Consideration must be given to whether a chaplain will be remunerated according to his/her own denominational guidelines or according to a scale established by the partners within the ministry. This should be made clear to the participating church bodies. Realistic goals should be established with the chaplain and a yearly evaluation of how those goals were met or not met should be conducted (see Section G of these operational procedures);
3. Establish the level of accountability of the chaplain to the educational institution and establish appeal procedures should problems arise;
4. Establish and implement a mission statement, terms of reference and appropriate local administrative policies to guide its work;
5. Establish council responsibilities for the support of the chaplain (financial, spiritual, administrative etc.);

6. Submit annual goals, program and budget proposals for the ministry to SCMC for review and budget decisions;
7. Present written reports to SCMC as requested;
8. Report local council membership and election results to SCMC at appropriate times;
9. Administer all funds made available by the Synod of Alberta and the Territories and all other ecumenical partners, and those raised locally;
10. Participate and initiate fund raising activities in accordance with SCMC guidelines , and any other ecumenical guidelines, to meet the needs of the program for the ministry;
11. Administer and maintain any property owned by the ministry (if appropriate) on behalf of the Synod of Alberta and the Territories and any other ecumenical bodies;
12. Relate to local jurisdictions of the churches and Lutheran and ecumenical partner congregations;
13. In consultation with SCMC, develop appropriate policies for the operation of the council including the following: conflict of interest, code of conduct for members, dealing with media and spokesperson responsibility. Communication with the media needs to be sensitive to the positions of the ELCIC and other ecumenical church bodies. If the individual providing the information has an opinion at variance with the official Church position or participating ecumenical partners' positions this should be made clear to the media.
- 14 . Nurture appropriate ecumenical relations to enhance ministry on campus;
15. Seek to maintain interest in and support for the activities of campus ministry through its alumni.

D. Membership and Officers

1. Each ministry should determine the size and composition of the council. Normally such a council will consist of no less than 8 and no more than 15 members. Normally council members are participating members of the cooperating congregations, however, members who support the mission of the ministry shall also be considered.
2. Terms of membership of the committee/council should be clearly established including a rotating term of office to ensure both continuity of membership and the introduction of 'new blood'. (Note: in ECM's case there are three representatives from each denomination with the expectation that each serves a three year term with one being replaced each year)
- 3 A procedure for the selection of committee/council members should be clearly laid out that maintains accountability to the sponsoring denominations (Note: ECM's new committee members may be recruited by the existing committee members but they must be ratified by the conference convention or executive or presbytery)
4. Normally, Local Council members shall be elected at a spring meeting and begin their term of

office in the fall. Members will be elected to a three year term of office with eligibility for re-election, except where student members may prefer a one year term.

5. Normally the council would choose an executive made up of a Chair, Vice Chair, Secretary-Treasurer. These officers shall comprise the executive committee. Ex-officio members with voice but no vote shall include the chaplain and a member of SCMC, to act as a liaison and advisory member.

Duties of the officers of the Executive Committee shall include the following:

- a. The Chair shall preside at all meetings of the Council, have membership on all committees, and report to SCMC as requested;
- b. The Vice-Chair shall assist and act on behalf of the Chair as necessary;
- c. The Secretary shall keep an accurate record of all proceedings of Council meetings and Executive Committee meetings, and attend to all correspondence;
- d. The Treasurer shall administer all funds of the Local Council, keeping proper records of all financial transactions of the Local Council and fulfilling the financial obligations to SCMC.

E. Meetings and Conduct

1. Local Council meetings will be held at least four times a year. Extraordinary council meetings may be called by the Chair, Vice Chair or chaplain as necessary. The Executive committee may meet in between these meetings to deal with emergent matters.

2. Committees shall be appointed by the Local Council as need arises.

3. The council shall annually review the functioning of the council and the progress of the ministry.

F. Member conduct

1. Members shall act with respect to each other and maintain the confidence of all matters discussed by the council;

2. Should any member feel that they are in a conflict of interest regarding any item before the council, they should inform the Chair and abstain from discussion and voting on the issue. If the chair has a conflict, the Chair shall hand over the meeting to the Vice Chair.

G. Reports

1. Chaplains shall provide regular reports to the SCMC at each of its meetings and as requested in the operational procedures and to other denominational bodies as requested.

2. Ecumenical councils shall provide information to SCMC each year about the membership of the council, plan of activities proposed annual budget, annual report of activities and audited financial

APPENDIX ENTRIES

GENERAL CAMPUS MINISTRY RESOURCES

CHAPLAIN CALL AND EVALUATION RESOURCES

BUDGET FUNDING TEMPLATES

GENERAL CAMPUS MINISTRY RESOURCES

- A. Exhibit A. Important Aspects of Campus Ministry**
- B. Exhibit B. Models of Campus Ministry**

C. Exhibit M. National Campus Ministry Coordinator

Exhibits A, B, and M are from the Campus Ministry Handbook (1997). Evangelical Lutheran Church in Canada: Winnipeg.

D. Campus Ministry Organizational Chart

CHAPLAIN CALL AND EVALUATION RESOURCES

**Announcement of Election Letter - Exhibit G.1
(ELCIC Campus Ministry Handbook, 1997, Winnipeg.)**

Evaluation Criteria: Exhibit F1.

Understanding and Evaluating Campus Ministry An Instrument

(A paper of the Center for the Study of Campus Ministry, June, 1978 as included in the ELCIC Campus Ministry Handbook, 1997).

C. SAMPLE QUESTIONS FOR ANNUAL REVIEW OF CAMPUS CHAPLAIN

How well has the campus minister achieved the annual goals that he has established for the year?

The evaluator and the campus minister may each complete this survey independently and discuss the results. The goals and objectives that the campus minister has established for the year should provide the detail within each category. This should be a time to celebrate achievements as well as to determine areas that may need to be improved.

As Chaplain

(list each goal e,g,)

To develop programs for personal growth and development appropriate to students

To develop and nurture an open and responsive Lutheran community on campus

To provide chaplainal care to members of the university/college community

4	3	2	1	
Beyond Expectations	Meets Excellent Standard	Occasionally	Rarely	NA or can't assess

As Administrator

To organize the campus ministry work in an effective manner

To serve as a resource person to the local council

To provide reports to appropriate bodies in the campus, synod, conference, and

national

To carry out responsibilities as a member of the Lutheran clergy

To provide a strong image of campus ministry on and off the campus

As Campus Leader

To work collaboratively with other campus chaplains and appropriate campus leaders on common issues

To be visible to students, faculty and staff as a leader who is aware of campus issues

As Counselor

To be available to provide counseling services to those who request them

To engage in appropriate continuing education to refine counseling skills

How well does the campus minister maintain a healthy life style including rest, recreation and time for relationships beyond the job?

Note: Additional questions may be developed. These categories may be determined by each local council. For example, one campus ministry lists the roles as Prophetic, Priestly, Chaplainal, Administrative and has objectives within each category. Lay ministers' roles may also differ from those of ordained ministers.

D. SUGGESTED SELF APPRAISAL COMPONENTS

1. State last year's (last four year) goals and objectives
2. Evaluate how well these have been achieved
3. Note personal strengths and areas for improvement in key areas of ministry: chaplain, preacher, worship leader, counselor, administrator, teacher, community builder?
4. List continuing educational activities since the last review
5. Note any issues in personal life that might impact ministry and how they have been dealt with
6. Note personal support groups that are available to encourage the ministry? and how these might be improved?
7. Note any professional organizations of which minister is a member
8. Note how the chaplain renews his/her own energies (e.g. leisure, time for family and other relationships, community service)

9. Note where chaplain would like to be in 3 or 5 years time.

10. State next year's goals and objectives

E. SUGGESTED AGENDA FOR AN IN-DEPTH EVALUATION MEETING WITH A CHAPLAIN

Agenda

Devotions

Review evaluation purpose(s) and intended outcomes e.g.

To celebrate the achievements of the campus chaplain and the campus ministry

To identify difficulties and chart positive strategies to respond to them

To improve job satisfaction, outcomes and ministry leadership

To review the job description, and assess the current workload

To make salary recommendations/increments to SCMC

To create the foundation for shared ministry

Review current workload (time , activities, and timing of these activities)

Review current job description

Discuss significant achievements

Personal reflection by chaplain on leadership and self development

Evaluate last year's (last four year's goals)

Discuss ministry mission and vision, concerns, challenges

Reflect on next year's direction and goals

Discuss possible outcomes:

personal: physical, financial

continuing education

spiritual care

Formulate recommendations to chaplain, local council and to SCMC

Establish action committee to see that decisions and strategies will be carried out

Closing Prayer

F. SAMPLE INTERVIEW/SURVEY INSTRUMENT TO COLLECT EVALUATION DATA

(Briefly describe the purpose of the evaluation, how it is being carried out, who and what is being evaluated, and how this information will be treated (e.g. no names, summarized, shared with chaplain and review committee). Indicate when the information is due.

Dear Campus Ministry Supporter,

_____, Lutheran Campus Minister at the U of _____ has completed ____ years of ministry . We are conducting our regular four year review. We know that the campus minister plays an important role in enabling, planning, coordinating and carrying out our ministry at _____. We need to gather information so that we can both celebrate the achievements of the ministry and act to improve areas that may have concern. Your input is very important and will help us establish goals that are meaningful to you. Please take a few minutes to complete these questions. The comments received will be summarized. No names will be attached to any of the comments. if you require further information or have any concerns, please feel free to call either ___ or _____ at _____ who are members of the evaluation team. Thank you in advance for participating in this important activity. We will require that the information is returned in the enclosed envelope by _____.

What has been your relationship to the _____ campus chaplain and ministry?
list or check:

undergraduate student, graduate student, living in sponsored housing facility, other chaplain, faculty/staff, member of local council, alumni, other

What activities have you attended that were sponsored by this ministry?

What personal strengths does the campus minister bring to this ministry?

As an effective chaplain?

As a preacher?

As a worship leader?

As a counselor?

As an administrator?

As a teacher?

As a community builder?

What personal limitations does the campus minister have in carrying out the above duties?

Does the campus chaplain support the ministry of others? How?

How does the campus minister encourage the local council to carry out its work?

Does the campus minister take time for him/herself to renew by leisure, continuing education, family and other relationships?

What activities should be added to make this ministry more meaningful to you?

What prevents you from being more active in this ministry?

Please add any other comments you wish to add.

**G. SYNOD OF ALBERTA AND THE TERRITORIES
CLERGY AND DIACONAL MINISTERS COMPENSATION GUIDELINES
FOR 2002**

The following MINIMUM GUIDELINES are provided to assist congregations in planning the remuneration for chaplains and diaconal ministers for 2002 or the anniversary date of the chaplain's/diaconal minister's installation. It should be noted that these are minimum expectations and that individual circumstances, experience and work load of the individual should be considered and higher amounts paid where necessary. Where it is impossible for the congregation to pay a minimum salary according to the scale, other options for compensating the individual should be considered, for example, extra holiday time, or availability for part-time employment outside the parish.

The level of remuneration paid to an individual in today's society is arrived at in a variety of ways. In private enterprise including the individual farmer, remuneration results from profits gained from the selling of goods and services. In the labour movement and in some professions, collective agreements, usually negotiated by professional negotiators, are binding on both parties. In other areas, an individual may negotiate a contract based on the perceived value of that individual's services. In very few areas today does an individual rely solely on the good will of a constituency for remuneration. The chaplain, diaconal minister and other church staff are among these few.

However, chaplains/diaconal ministers should be paid sufficiently so that they can attend to their ministry without concern for their families' material welfare. As well, it is fair that for congregations within a synod there be established a comparable salary and benefits package.

Compensation guidelines are updated annually. The salary scales need to reflect that chaplains/diaconal ministers are well-educated professionals, many with at least seven or more years in post high school educational institutions. It is reasonable that salary levels be comparable with other professions with similar educational experience, and with those in other Synods of the ELCIC and other denominations.

Annual increments in salary reflect the understanding that an individual grows in confidence, skill acquisition and skill application with experience in a call. This has been established through research in the teaching profession. The increases in the compensation guidelines are meant to reflect the increased service potential of the chaplain/diaconal minister with more parish experience. After reaching the maximum years of service on the guidelines, salary increase must be based on economic conditions and the satisfaction of the parish.

Parishes want to have chaplains/diaconal ministers who effectively serve, lead and minister to the needs of the community and are adequately compensated for their services. Concerns about salaries, allowances and benefits need to be viewed with regard to the very special nature of the service that a chaplain/diaconal minister is called to provide. It is very important that local grievances concerning a chaplain's/diaconal minister's service be addressed locally, and not through general reductions in the guidelines. The compensation guidelines help us to bring order to the Synod so that God's people can grow and the Gospel can be shared.

Other Benefits - Ordained Only

<u>Years in Ministry</u>	<u>Ordained</u>		<u>Non-ordained</u>	
	(base salary excluding (Bachelor's degree housing allowance) or equivalent)		(Master's degree or equivalent)	
0	\$ 26,100	\$ 26,950	\$ 30,250	
1	26,600	27,450	30,850	
2	27,100	27,950	31,450	
3	27,600	28,450	32,050	
4	28,100	28,950	32,650	
5	28,650	29,500	33,350	
6	29,150	30,000	33,950	
7	29,650	30,500	34,550	
8	30,150	31,000	35,150	
9	30,650	31,500	35,750	
10	31,200	32,100	36,500	
11	31,700	32,600	37,100	
12	32,200	33,100	37,700	
13	32,700	33,600	38,300	
14	33,200	34,100	38,900	
15	33,700	34,600	39,600	

Non-ordained amounts include housing allowance and reflect adjustments for the fact that such individuals are not eligible for a non-taxable housing allowance.

Housing allowance for ordained individuals must be added to the above amounts using the suggestions for housing allowances included elsewhere in these guidelines.

In addition to the base salary, compensation shall include:

1. Accommodation
 - a) Cash housing allowance of fair rental value of housing in the locale, **OR**
 - b) Provision of a parsonage or rental accommodation maintained in good repair; plus \$100 per month as a housing equity allowance. Housing equity allowance is subject to CPP, EI and income tax deductions.
2. A 10% addition to the base salary, or equivalent consideration such as days off, for chaplains required to conduct more than two services in different localities each Sunday or for chaplains required to conduct two services in different languages on a regular basis and whose ministry is conducted largely bilingually.
3. Participation in the continuing education program of the ELCIC. The program includes two weeks annual study leave, including two Sundays, and a minimum annual contribution of \$300 by the congregation and \$150 by the chaplain. Study leave may be accumulated over time to a maximum of twelve weeks. Educational leave must be granted in consultation with the parish council and is not ordinarily granted at the end of a call.

4. A taxable book allowance of \$400 per year to be used by the chaplain to purchase books and periodicals which become the property of the chaplain.
5. Supply chaplains should be paid \$110.00 for the first service, \$40.00 for a second service (\$80.00 for a second service in a different language,)and \$.33 per km for travel. Deductions and withholdings need not apply to these amounts.

Other Benefits - All Individuals

- I. A non-taxable mileage allowance of \$.33 per km, for distance actually travelled in course of parish work. The parish should be claiming a GST rebate of \$.01 per km paid. Upon mutual agreement, an individual may agree to take a salary below guideline with the difference offset by a higher mileage allowance. This is acceptable and is encouraged in travel circumstances where the individual incurs significant travel and is not being fully compensated for such.(Note that under an arrangement where salary is reduced and mileage is raised there is a reduction in pension and disability contributions.)

Parishes are reminded that generally the per kilometer rate should not exceed 37 cents and that the non-taxable allowance must be calculated based on actual distance travelled. Flat monthly allowances are considered to be taxable to the individual as salary and detailed mileage records are required to be kept by the individual if he/she intends to claim car expenses against employment income.

- II. The congregation's contribution to the ELCIC pension plan, ELCIC life and disability plan and employer's portion of EI and CPP as required by federal regulation. Where a housing allowance is paid, pension is calculated as 7% of the total of base salary and housing allowance. Where there is no housing allowance, pension is calculated as 7% of the salary paid.

Where a house is provided, pension is calculated as 7% of 1.3 times the base salary, plus housing equity allowance, if any.

(The congregation is also required to withhold and remit monthly 5% of the appropriate amount as the individual's contribution to the pension plan.)

The congregation pays the entire premium for the ELCIC life and disability plan. The amount is calculated as 3% of the appropriate base used for the pension calculation.

In case of a full-time call to one parish where the total of actual salary (and housing allowance or housing equity, when applicable) is below the guideline established above, the pension calculation only may be based on the minimum guideline amount. In such circumstances, advice should be sought from the ELCIC Group Services (1-877-352-4247).

- III. Participation in Synod Health/Dental Plan unless the individual is covered under a spousal plan. The minimum requirement is that the parish and chaplain each pay 50% of the monthly premium. Consideration should be given to the parish paying, by mutual agreement, the entire premium as a non-taxable benefit to the individual, with a commensurate reduction in salary.
- IV. The ELCIC plan pays 60% of the member's salary for long term disability commencing approximately six months after disability. The congregation is expected to continue the member's full salary and benefits for the period until EI benefits apply (approximately nine weeks).
- V. Moving costs shall be paid and should include \$.33 per km plus reasonable accommodation and meal costs. A settling-in allowance of up to \$500 should be considered.

VI. Expenses for conference, synod and national church events where the individual is required to attend should be paid by the employer.

Vacation

Ordained

1. Four weeks annual vacation with pay including four Sundays. Congregations are encouraged to provide one additional week of vacation in every 5th year of anniversary of ordination (to be taken during the eligible year only).

If the chaplain does not take his/her vacation time, this cannot be accumulated unless it is officially approved by the congregational council prior to year end in the year in which the vacation was not taken.

Non-ordained

2. As a minimum vacation is required by provincial labour regulations, generally two weeks in the first year, with additional vacation time based on length of employment.

Other

3. The vacation period shall be based on the calendar year January 1 to December 31. Where employment begins or ceases during the year, vacation should be calculated on a pro-rata basis using the calendar year.

BUDGET / FUNDING TEMPLATES

A. Yearly Budget Submission (for use at time of each ministry's yearly

funding request and SCMC approval)

- B. Year End Report (for use at time of reconciling each ministry's last year's budget and requesting funds for next year)**
- C. Two-Year Budget Projection (per Campus Ministry)**
- D. Two-Year Funding Forecast (includes all Campus Ministries for SCMC to approve and sign off to Synod Council) append form**

G. 1. YEARLY BUDGET SUBMISSION (for use at time of each ministry's yearly funding request and SCMC approval)

G. 2. YEAR END REPORT (for use at time of reconciling each ministry's last year's

budget request and requesting funds for next year)

G. 3. TWO-YEAR BUDGET PROJECTION (per Campus Ministry)

G. 4. TWO-YEAR FUNDING FORECAST (includes all Campus Ministries for SMC)

to approve and sign off to Synod Council)