

**Response of the Church Council
to the Recommendations in the
Report of the Commission for a Renewed Lutheran Church**

The 2022 Churchwide Assembly took action to create the Commission for a Renewed Lutheran Church (CRLC), giving it the following mandate:

“To direct the Church Council to establish a Commission for a Renewed Lutheran Church comprised of leaders of diverse representation from all three expressions that, working in consultation with the Conference of Bishops and the Church Council, shall reconsider the statements of purpose for each of the expressions of this church, the principles of its organizational structure, and all matters pertaining thereunto, being particularly attentive to our shared commitment to dismantle racism, and will present its findings and recommendations to the 2025 Churchwide Assembly in preparation for a possible reconstituting convention to be called under the rules for a special meeting of the Churchwide Assembly.” [CA22.01.06]

The CRLC has now completed its work, and its findings and recommendations will be shared with the 2025 Churchwide Assembly, to be held this summer in Phoenix, Ariz.

Similar to the process for forwarding social statements to the assembly, the work of the commission needed to be presented to the Church Council for consideration and possible action. Many of the CRLC’s recommendations called upon the Church Council to establish task forces, direct development of various resources, adopt continuing resolutions, establish policy measures, and recommend certain constitutional amendments to the Churchwide Assembly.

The Report of the CRLC (attached to this document) included 13 recommendations. Recommendations 7, 8, and 10-12, which involve constitutional matters, were received by the council at its November 2024 meeting, and resulted in proposed constitutional amendments that were forwarded to the synods in January, as required by the ELCA Constitution. These amendments will be considered by the Churchwide Assembly this summer. Action was taken to defer consideration of Recommendation 13 until after the assembly.

At its April meeting, the council received and responded to Recommendations 1-6, taking the actions detailed in this document. The council also responded to Recommendation 9, related to the Association of Synod Vice Presidents, by adopting a continuing resolution establishing the association.

Church Council action:

To receive with appreciation “Immediate Action on Dismantling Racism” Recommendation 1 from the Commission for a Renewed Lutheran Church, which urges the creation of mutual accountability measures and compliance incentives across all expressions of the ELCA to ensure the proactive centering of dismantling racism within the denomination;

To authorize the Executive Committee of the Church Council to consult with the Strategy Toward Authentic Diversity (STAD) Advisory Team and their resource staff to review the purpose of the advisory team;

To request the Office of the Presiding Bishop, in consultation with the Christian Community and Leadership and Service and Justice home areas, to identify possible individuals for service on the STAD Advisory Team and to provide those names to the Executive Committee;

To authorize the Executive Committee to appoint members, including a bishop and a Church Council member, to the STAD Advisory Team;

To authorize the Executive Committee to identify persons from the Church Council to work with the STAD Advisory Team to create an ELCA handbook, including recommended diversity, equity, inclusion, and accessibility (DEIA) standards for congregations;

To commit the Church Council to continue to work on cultural competency training in every official meeting of the Church Council;

To encourage the Conference of Bishops to work on creating DEIA standards for synods (including synod staff and councils), and to continue to work on cultural competency training within the conference;

To request the senior director, diversity, equity, and inclusion to report annually to the spring meeting of the Church Council regarding diversity of the synods and of the churchwide organization relative to historically underrepresented groups and assessments of initiatives that enable and advance anti-racism and diversity measures across all expressions of this church; and

To designate financial and human resources to incentivize engagement in multicultural educational events and creation of materials for ongoing leadership development (rostered and lay) across this church.

Church Council action:

To receive with appreciation “Accountability within the ELCA” Recommendation 2.1 from the Commission for a Renewed Lutheran Church;

To direct the Office of the Secretary to continue to explore collaboration with this church’s full-communion partners to develop processes for conflict resolution within this church that are endorsed by, but independent of, the churchwide organization and which are responsive to the needs of historically underrepresented groups, referring, as appropriate, to the considerations outlined in the rationale of “Accountability within the ELCA;” and

To consult with the Conference of Bishops on such resources and present a report by the Fall 2026 meeting of the Church Council.

Church Council action:

To receive with appreciation “Accountability within the ELCA” Recommendation 2.2 from the Commission for a Renewed Lutheran Church;

To request that the Committee on Appeals:

- a. develop resources to help synods identify candidates with the appropriate spiritual gifts and demonstrated competencies in working with varied ethnic backgrounds to serve on synod consultation committees, referring, as appropriate, to the considerations outlined in the rationale of “Accountability within the ELCA;” consult with the Conference of Bishops on such resources; and present a report by the Fall 2026 meeting of the Church Council;
- b. develop resources for training synod consultation committees in conflict resolution, referring, as appropriate, to the considerations outlined in the rationale of “Accountability within the ELCA,” consult with the Conference of Bishops on such resources, and present a report by the Fall 2026 meeting of the Church Council; and

To direct the Office of the Secretary and the Christian Community and Leadership home area to provide staff support to the Committee on Appeals for such work.

Church Council action:

To receive with appreciation “Task Force on Interdependence and Purpose” Recommendation 3 from the Commission for a Renewed Lutheran Church;

To establish a task force on interdependence and purpose that will be grounded and rooted in our faith in Jesus Christ and guided by Scripture and our theological discernment as we live into the gospel through the leading of the Spirit. The task force will consist of no more than 14 voting members, at least four of whom shall be members of historically underrepresented groups, and of whom no more than five shall also have been voting members of the Commission for a Renewed Lutheran Church, and include the presiding bishop and secretary of this church;

To direct the Executive Committee of the Church Council to appoint the task force, fulfilling the responsibilities of the Church Council related to nominations in accordance with 14.41.01.c.;

To populate the task force according to the representational principles of this church;

To request the appointment process be completed prior to the November 2025 Church Council meeting;

To direct the task force to undertake the following:

- Assess the adequacy and clarity of the several purpose statements in the *Constitutions, Bylaws, and Continuing Resolutions of the Evangelical Lutheran Church in America* and make recommendations for modification;
- Assess the impact of the current governance structures and interdependence of the three expressions of this church on the fulfillment of its mission, and in so doing, develop recommendations for governance improvements; and
- Consider how existing governance structures have (or may have) perpetuated systemic inequalities, and in so doing, develop recommendations to promote inclusion and equity;
- Evaluate the current structure of the synods (including number, geographic boundaries, governance structure, and other relevant factors) and make recommendations for change;

To direct the task force to consult with the Conference of Bishops regarding its work;

To direct the task force to present its report and recommendations to the Fall 2027 meeting of the Church Council;

To direct the task force to make periodic progress reports to the Executive Committee as the committee may request from time to time;

To direct the Office of the Presiding Bishop and Office of the Secretary to provide staff support to the task force; and

To invite this church to join us in prayer as this church embarks on this process.

Church Council action:

To receive with appreciation “Financial Coordinating Task Force” Recommendation 4 from the Commission for a Renewed Lutheran Church;

To authorize the Executive Committee to create a Financial Coordinating Task Force by the Spring 2026 Church Council meeting that will be composed of no more than eight members with financial expertise representing all three expressions of this church, including a synod bishop and at least half from historically underrepresented communities. In addition, a member of the Budget and Finance or Audit committees will be appointed as a member. The ELCA treasurer will be an *ex officio* member. Staff support will be provided by the Office of the Treasurer and the Office of the Presiding Bishop;

To request that the task force, guided by the Holy Spirit:

- a. review existing resources of the ELCA or educational institutions which support financial management;
- b. explore opportunities where greater collaboration or shared processes/resources among the financial functions of the three expressions of this church may be beneficial;
- c. commit to sharing best practices, resources, and tools related to financial management;
- d. affirm the commitment of the financial separately incorporated ministries (ELCA Foundation, Mission Investment Fund, Portico Benefit Services) to continue collaboration amongst themselves and to identify possible ways to enhance operational efficiencies, to leverage synergies, to align strategic initiatives, and to identify opportunities for cost savings and to receive a report from the financial separately incorporated ministries to the Financial Coordinating Task Force by December 2026; and

To present a report on the work of the task force at the Spring 2027 Church Council meeting.

Church Council action:

To receive with appreciation the “Creation of a Task Force to Develop a Comprehensive Congregational Management and Governance Toolkit and Orientation Program” Recommendation 5 from the Commission for a Renewed Lutheran Church;

To encourage rostered ministers, congregations, and synods to identify and share knowledge of existing congregational management and governance resources from the churchwide organization, seminaries, and the Publishing House of the ELCA, but to decline the establishment of a task force.

Church Council action:

To receive with appreciation “Strengthening the Framework for Ministers of Word and Service” Recommendation 6 from the Commission for a Renewed Lutheran Church;

To affirm the vocation of ministers of Word and Service to equip the baptized for ministry in daily life and to serve this church’s mission in the world through teaching, advocacy, and service;

To affirm the existing educational resources about the theology and practice of Word and Service ministry;

To direct the churchwide organization to post such educational resources on the ELCA website; and

To encourage congregations and synods to provide education about the role of ministers of Word and Service and the varied contexts in which they serve, emphasizing their contributions to this church’s mission and ministry.

Church Council action:

To adopt the amendments in Chapter 10 of the *Constitution, Bylaws and Continuing Resolutions of the Evangelical Lutheran Church in America* as described in “Proposed Amendments–Continuing Resolutions” as amended.

10.31.B25 Association of Synod Vice Presidents: *The Association of Synod Vice Presidents shall be composed of the synod vice presidents of this church. The churchwide vice president shall be a member with voice but not vote. The Church Council may appoint a member to serve as a liaison to the association with voice but not vote. The Conference of Bishops may appoint a synod bishop as a liaison to the association with voice but not vote. Triennially, the Association of Synod Vice Presidents shall elect a chair and vice chair to preside at meetings.*

a. *The Association of Synod Vice Presidents shall provide to synod vice presidents opportunities for orientation, worship, spiritual renewal, continuing education, collaboration, and leadership development. To fulfill these responsibilities, the Association of Synod Vice Presidents shall:*

- 1) *meet at every Churchwide Assembly and may hold one additional in-person meeting each triennium and periodically gather informally as desired;*
- 2) *provide a forum in which goals, objectives, and strategies concerning lay leadership may be developed and shared;*
- 3) *participate in cultural competency training at each in-person meeting;*
- 4) *serve as a resource for training and guidance in the governance of this church;*
- 5) *assist the vice presidents in their role as collaborative leaders with bishops in fostering the work of the synods; and*
- 6) *when requested, provide advice and counsel to the Church Council and others holding leadership positions in this church.*

b. *The Association of Synod Vice Presidents may establish committees as the members from time to time may determine to assist in fulfillment of its responsibilities.*

c. *Staff services for meetings of the Association of Synod Vice Presidents shall be provided by the synod relations staff in the Office of the Secretary.*

Church Council action:

To receive with gratitude the findings and recommendations from the Commission for a Renewed Lutheran Church (CRLC) to be shared with the 2025 Churchwide Assembly;

To give thanks to God for the faithful, dedicated, and conscientious members of the CRLC who gave tirelessly of their time and energy to the commission’s mandate “to reconsider the statements of purpose for each of the expressions of this church, the principles of its organizational structure, and all matters pertaining thereunto, being particularly attentive to our shared commitment to dismantle racism;” and

To encourage the members, congregations, synods, churchwide organization, and related institutions, organizations, and ministries of this church to use this report in their continued discernment and engagement to live more fully into God’s mission in this changing world.



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Date: 26 March 2025
To: The 2025 ELCA Churchwide Assembly
From: The Rev. Carla Christopher and Mr. Leon Schwartz, Co-Chairs
Subject: Report of the Commission for a Renewed Lutheran Church (CRLC)

The 2022 Churchwide Assembly overwhelmingly passed the following:

“To direct the Church Council to establish a Commission for a Renewed Lutheran Church comprised of leaders of diverse representation from all three expressions that, working in consultation with the Conference of Bishops and the Church Council, shall reconsider the statements of purpose for each of the expressions of this church, the principles of its organizational structure, and all matters pertaining thereunto, being particularly attentive to our shared commitment to dismantle racism, and will present its findings and recommendations to the 2025 Churchwide Assembly in preparation for a possible reconstituting convention to be called under the rules for a special meeting of the Churchwide Assembly.”

Subsequently, a commission of 34 individuals was assembled that represented the diversity of ELCA membership in age, ethnicity, gender and sexual orientation, education, economic status, ability, geographic location, and experience. We are lay and rostered leaders. We are experienced in campus, global, camp, nonprofit, stewardship, and congregational ministry, among others. We are united in deep love for God's people, commitment to a Lutheran theological understanding of Scripture, faith, grace, salvation through Christ and glory to God alone, and proactive desire for an ELCA that understands and integrates best practices to address the faithful expression of a timeless Church in a current context.

Beginning in July 2023 and concluding in March 2025, the CRLC gathered, united in a strategy that involved education around the constitutional structure and governance of the ELCA and the historical, cultural, and logistical motivation behind its development. A season of listening engaged synods and congregations across the country as well as gatherings of synod vice presidents, the ELCA Church Council, the Conference of Bishops, the ELCA Youth Gathering, the ELCA ethnic associations and Ministries of Diverse Cultures and Communities, ELCA churchwide organization staff, and leaders from ELCA-affiliated organizations and ecumenical partners, among others. Independently evaluated findings repeatedly called for paths of renewal that included increased accessibility and accountability, a firm commitment to equity and justice across all three expressions of the ELCA, empowerment of lay leadership, and deepened relationships with areas of innovation and faith formation beyond the three expressions, among other potential areas of reform and renewal.

40 Attached are the findings and recommendations of the CRLC, following prayerful discernment
41 and diligent striving grounded in our seasons of learning and engaging. We have attempted to
42 provide thoughtful and thorough rationale, alongside additional information to help provide the
43 context and history of the commission's efforts and time together, recognizing that the
44 Commission for a New Lutheran Church, which we were modeled after, was a more than six-
45 year effort, and that much work, gathering of voices, assessment of needs and realities, and
46 prayerful discernment remains before us. The CRLC acknowledges that renewal for this church
47 mirrors the daily renewal we each have available to us through our baptism. The determination,
48 hope, and love we receive through our Savior, Jesus Christ, guides us and leads us through these
49 infinite cycles of reformation.

50 We commend this report to you as a guide for your reflection and action in determining the path
51 forward for the ELCA.

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85 Executive Summary:
86 Report of the Commission for a Renewed Lutheran Church (CRLC)

87 **The Imperative for Renewal and Reformation**

88 In the life of the Church, renewal is not merely an administrative task but a Spirit-led response to
89 God’s continuous call for discernment and reformation. As a community rooted in faith, guided
90 by Scripture, and committed to living out the gospel, the Evangelical Lutheran Church in
91 America (ELCA) understands renewal as an essential, ongoing process. This process is deeply
92 embedded in our theological and organizational framework as reflected in the *Constitutions,*
93 *Bylaws, and Continuing Resolutions of the ELCA*, which articulates how we organize ourselves
94 to preach the gospel of Jesus Christ, share the sacraments, reach out to our neighbors with good
95 news, and express God’s love in the world.

96 Each expression of this church—the churchwide organization, synods, and congregations—is
97 held together in a relationship of interdependence, encouraging responsiveness to contextual
98 needs. This interdependence reflects our dedication to listening anew to the Holy Spirit and
99 reevaluating how our structures, practices, and missions align with God’s calling in a rapidly
100 changing world.

101 The clarion call for the church to be “*ecclesia semper reformanda*”—a church always being
102 reformed—underpins our ongoing discernment. This call reminds us that reform and renewal are
103 not isolated historical events but continuous imperatives, driving us toward greater faithfulness
104 and vibrancy in our witness and service. We commend this church for its commitment to revisit
105 and renew these guiding documents. In faithfully engaging this work, we live more fully into our
106 vision of a world transformed by God’s grace and love in Christ for all people and creation.

107 **The Purpose and Scope of the Commission for a Renewed Lutheran Church**

108 The Commission for a Renewed Lutheran Church (CRLC) was convened in response to a
109 directive from the 2022 Churchwide Assembly of the ELCA, following receipt of ten similar
110 synod memorials. Composed of 34 members of the ELCA from diverse backgrounds, the CRLC
111 was tasked with evaluating and addressing this church’s purpose, structure, and future direction.
112 The CRLC conducted extensive consultations across the three expressions and with related
113 institutions, organizations, and ministries to gather diverse insights and perspectives. Amid many
114 expectations for the outcomes of its work, members of the CRLC navigated these alongside the
115 ongoing work of different task forces, committees, and working groups addressing various
116 church opportunities. Throughout this time, we called ourselves to the text of the action that
117 resulted in the establishment of the CRLC:

118 **2022 ELCA Churchwide Assembly Action**

119 “...To direct the Church Council to establish a Commission for a Renewed Lutheran
120 Church comprised of leaders of diverse representation from all three expressions that,
121 working in consultation with the Conference of Bishops and the Church Council, shall
122 reconsider the statements of purpose for each of the expressions of this church, the
123 principles of its organizational structure, and all matters pertaining thereunto, being
124 particularly attentive to our shared commitment to dismantle racism, and will present its

125 findings and recommendations to the 2025 Churchwide Assembly in preparation for a
126 possible reconstituting convention to be called under the rules for a special meeting of the
127 Churchwide Assembly.” [CA22.01.06]

128 We recognize that the work conducted by the CRLC may inspire a number of responses. Some
129 will say that we have gone too far, while others will say not far enough. We offer this work as
130 part of the ongoing efforts of this church to more fully live out the mission of sharing the love of
131 God for all. We encourage this church to continue discernment and taking action related to our
132 purpose, mission, structure and longing for the love and equality of all people.

133 **Methodology**

134 Over the last two years, the commission has endeavored to ground its work deeply in the
135 understanding of our theology and Lutheran heritage. As we engaged with Scripture, history, and
136 our shared Lutheran culture, the CRLC implemented a broad engagement strategy involving
137 surveys and listening sessions across the ELCA. These sessions included diverse groups such as
138 laity, rostered leaders, youth and young adults, and historically marginalized communities. This
139 inclusive process aimed to gather comprehensive feedback on the existing church structure and
140 assess its alignment with both contemporary and future needs.

141 Throughout the work of this commission, we have maintained regular consultations with the
142 Conference of Bishops and the Church Council of the ELCA, ensuring that our efforts resonate
143 with broader church leadership. We extend our gratitude to the multitude of voices that have
144 enriched this process through their input, shared resources, and prayers.

145 It is crucial to highlight that our commission has sustained a dedicated focus on our fundamental
146 commitment to dismantling racism, a mandate clearly articulated by the Churchwide Assembly.
147 In our pursuit to cultivate an anti-racist church, we have expanded our awareness to address other
148 forms of exclusion within this church. We encourage all ELCA Lutherans to actively embody
149 their faith by advocating for a more equitable and inclusive society. This call to action reaches
150 beyond our formal governance and organizational structures, urging each individual to honor the
151 dignity of every person, particularly those marginalized, akin to the Samaritans among us.

152 **Key Findings**

153 The commission’s key findings can be found in the Observations section of this report and
154 represent the breadth of issues facing the ELCA today. Most of these issues need further
155 reflection as the church considers structural and governance reform:

156 ***Governance and Structural Matters***

157 The commission noted the many ways our current governance models across the ELCA vary in
158 their reflection of and service to the diversity of its membership.

159 ***Administrative Opportunities***

160 The commission acknowledges the variety in administrative management, coordination of
161 services, and opportunities for effectiveness in the way that each of the expressions carries out its
162 purpose and ministry.

163 ***Interdependence of this Church***

164 Throughout our discussions, the commission identified how changes in our structure,
165 governance, and ministries would be impacted by the interdependence of the three expressions of
166 this church. Our call for ongoing discernment and careful consideration is a direct result of our
167 shared ministries and connection within the three expressions as well as related institutions and
168 other ministries connected to this church.

169 ***Commitment to the Dignity of All People***

170 Throughout its history the ELCA has articulated a commitment to respect the dignity of all
171 individuals. This is evidenced in various declarations, apologies, and social statements. We
172 acknowledge this church has not always succeeded in honoring the inherent value of all people.
173 The pursuit of inclusion is ongoing; this church must continually endeavor to recognize and
174 prevent harm.

175 **Recommendations**

176 The CRLC could not and did not attempt to address every issue with a specific recommendation.
177 However, several recommendations have been advanced across a few strategic themes:

178 ***Governance and Structural Considerations***

179 These recommendations focus on enhancing governance clarity, accountability, and operational
180 efficiency through revisions to governing documents and procedures. Key actions include the
181 establishment of task forces dedicated to examining interdependence and purpose, financial
182 coordination, and the simplification of the process for amending church documents.

183 ***Strategic Initiatives for Long-Term Impact***

184 These recommendations underscore the importance of strategic planning with a concentrated
185 effort on dismantling racism and deeply integrating diversity and equity principles consistent
186 with Lutheran theology into this church's activities and policies. The recommendations call for
187 both immediate and long-term actions, potentially including constitutional changes to support
188 these goals.

189 ***Respecting the Dignity of All People***

190 Proposals under this theme aim to mirror God's call to love your neighbor. Recommendations
191 include steps that can be taken for immediate action as well as the development of educational
192 resources and support systems to empower all church members, particularly those from
193 historically underrepresented groups.

194 **Conclusion**

195 The CRLC's findings and recommendations are framed to guide the ELCA towards a more
196 inclusive, collaborative, and mission-focused future. These recommendations, rooted in a vision
197 of continuous transformation, are offered with the hope that their adoption will empower the
198 three expressions of this church to better serve our diverse membership. By embracing these
199 ongoing changes, we align ourselves more closely with God's perpetual call to renewal. This
200 process fosters a church that is not only adaptable and accountable but also fully equipped to

201 meet the challenges of our time while remaining steadfast in our theological convictions. Our
202 enduring commitment to reformation and renewal underscores our role in God's world,
203 reminding us that our efforts are not solely for the church's benefit but are crucial for the broader
204 realization of God's kingdom on earth. This is an everlasting endeavor. While the work of the
205 commission concludes, we encourage the church to continue in its efforts for renewal in all
206 matters.

207

208 Process and Work of the Commission

209 Origin and Formation

210 The August 2022 Churchwide Assembly of the ELCA received memorials from ten synods titled
211 “Restructure the Governance of the ELCA.” These memorials included common themes related
212 to an overall decline in membership and numbers of congregations since the ELCA was created
213 in 1988, the inflexibility of the ELCA’s governing documents to meet new challenges, the desire
214 for a “well-governed, connected, and sustainable church,” and the need to dismantle racism and
215 acknowledge this church’s complicity in related trauma and harm. The Commission for a New
216 Lutheran Church (CNLC) toiled for several years during the 1980s, eventually leading to the
217 creation of the ELCA. The establishment of the CRLC marked the first major review of the
218 governance and polity of the denomination since its creation.

219 The following resolution, as amended, was adopted by the 2022 Churchwide Assembly by a 738-
220 72 vote:

221 **“To direct the Church Council to establish a Commission for a Renewed**
222 **Lutheran Church comprised of leaders of diverse representation from all**
223 **three expressions that, working in consultation with the Conference of**
224 **Bishops and the Church Council, shall reconsider the statements of purpose**
225 **for each of the expressions of this church, the principles of its organizational**
226 **structure, and all matters pertaining thereunto, being particularly attentive**
227 **to our shared commitment to dismantle racism, and will present its findings**
228 **and recommendations to the 2025 Churchwide Assembly in preparation for a**
229 **possible reconstituting convention to be called under the rules for a special**
230 **meeting of the Churchwide Assembly.”** [CA22.01.06]

231 The ELCA Church Council was charged with establishing the CRLC. Since there was no
232 precedent for such an entity, it was the Church Council’s responsibility to determine the size and
233 selection of the commission membership. In April 2023, the Church Council appointed 34
234 individuals to the commission and appointed two members as co-chairs. The commission
235 membership represented broadly diverse perspectives across the ELCA’s three expressions; the
236 churchwide organization, synods, and congregations, and beyond. The members of the CRLC all
237 served in a volunteer role. While supported by resource staff, the CRLC did not have full-time
238 dedicated staff support or engage any significant consulting efforts.

239 The Work Begins

240 The first meeting of the CRLC was held in July 2023 at the ELCA churchwide organization
241 offices in Chicago, nearly a full year after the 2022 Churchwide Assembly. This meeting focused
242 on grounding the work of the commission in Scripture, introducing the members to each other,
243 and understanding the concerns and hopes that led to the formation of the CRLC. One of the first
244 tasks the commission undertook was to speak with key leaders from each of the synods that had
245 adopted the memorials that led to the creation of the commission to better understand their
246 motivation. Major themes of these conversations included:

- 247 1. Structural concerns and the need to “right-size” this church.

- 248 2. Racial and economic disparities impacting the candidacy process and management of
249 rostered leaders.
- 250 3. Overwhelming passage of the memorials at the synod level indicating a broad appetite for
251 change in this church and a sense of urgency.
- 252 4. The need to commit to being an anti-racist institution and related examination of our
253 governing documents.
- 254 5. Concern for accountability and results in the broader church and a desire for the
255 commission to recommend tangible action steps for consideration.
- 256 6. Collaboration with our full communion partners for theological education and mission
257 work should be encouraged.
- 258 7. Maintain congregational independence to choose their calls.
- 259 8. A growing focus on concerns about transparency, accountability, and governance.

260 Achieving a common understanding of the commission’s task was an early challenge among the
261 members of the commission.

262 Individuals worked together to share their interpretation and the ways it might inform the
263 commission’s collective work. Significant time was spent reviewing and then unpacking the
264 charge given to the CRLC by the 2022 Churchwide Assembly. In particular, the development of
265 the language of our “shared commitment to dismantle racism” in the memorial was noted. In our
266 third meeting, CRLC3, the members thoroughly discussed the memorial, “Restructure the
267 Governance of the ELCA” and its mandate. After much discussion, the commission voted to
268 approve the mandate focus as follows:

- 269 1. “shall reconsider the statements of purpose for each of the expressions of this church”
270 [churchwide organization, synod, congregation]
- 271 2. [shall reconsider] “the principles of its organizational structure”
- 272 3. [shall reconsider] “all matters pertaining thereunto” [as it relates to governance]
- 273 4. “being particularly attentive to our shared commitment to dismantle racism” [as it relates
274 to governance]

275 In addition to seeking a common understanding of the mandate, an early task of the commission
276 was to clarify the timeline of activities and associated milestones. There were two such major
277 milestones identified. First, any recommendations for constitutional changes to be considered for
278 adoption at the 2025 Churchwide Assembly were to be provided to the Church Council prior to
279 its November 2024 meeting. Second, the CRLC final report needed to be provided to the Church
280 Council in the early spring of 2025 so that it could be included in the packet of materials
281 distributed to voting members of the 2025 Churchwide Assembly. The CRLC recognized the
282 tight timeline and structured its work accordingly. The timeline proved to be a distinct challenge,
283 as it required the early prioritization of recommendations for constitutional changes, resulting in
284 a limited capacity in early meetings for conversations of a more transformative and generative
285 nature. The timeline prescribed by this church’s current governing documents proved to be a
286 repeated challenge to the commission’s work.

287 **Learning, Listening and Consulting**

288 Early in our time together it became clear that not everyone was starting from the same place of
289 understanding of the operation of the denomination, its formation, the constitution, or its history.
290 Meetings in 2023 focused heavily on creating a foundation of understanding among members

291 regarding the polity and current governance structures of the ELCA as well as a brief overview
292 of this church's ecclesiology. The commission was blessed with a diverse membership with a
293 variety of skills, gifts, and experiences. Several members of the commission invested in the
294 creation of resources to provide all CRLC members with a better understanding of ELCA
295 governance, polity, and ecclesiology. In addition to CRLC members, resource persons and other
296 churchwide organization subject-matter experts, especially those whose work focuses on racial
297 equity, were essential to building a common understanding and foundation. At every full
298 commission meeting and almost every committee meeting, resource persons were available and
299 in attendance to answer questions, provide feedback, and serve as a conduit to the churchwide
300 organization. The CRLC understood that it was not only necessary to have a strong grounding in
301 the past, but also necessary to have exposure to current on-going efforts within the church and
302 requested a list of such efforts from the churchwide organization. Presentations to the CRLC
303 were provided by staff involved in the Vision Team and the God's Love Made Real initiative. It
304 was a challenge to identify and engage with the wide variety of ongoing efforts due to the limited
305 time available and the peripheral nexus of some of the efforts with the work of the CRLC. This
306 multifaceted engagement offered vital insights into the current and future needs of this church.

307 To inform its work, the CRLC engaged in an extensive listening process, both formal and
308 informal. The formal efforts included online surveys of ELCA members (both laity and rostered
309 ministers), with special surveys of youth and historically marginalized communities.
310 Additionally, listening sessions were held across the denomination, hosted by CRLC members.
311 Informal listening was a constant source of feedback for each CRLC member as they personally,
312 and in some cases professionally, engaged with others.

313 The memorial creating the CRLC directed the commission to be in consultation with the
314 Conference of Bishops and the Church Council. The presiding bishop and the secretary of the
315 ELCA, members of both the Conference of Bishops and the Church Council, served as resource
316 persons. The Conference of Bishops was represented on the CRLC by two bishops. One
317 commission member was a member of the Church Council. Additionally, resource persons from
318 the Church Council included the chair of the Legal and Constitutional Review Committee and
319 the treasurer of the ELCA.

320 Written materials as well as in-person presentations were provided to the Conference of Bishops
321 and Church Council. Verbal and written feedback was received from both bodies. This wide-
322 ranging engagement provided invaluable perspectives, fostering a collaborative approach as the
323 CRLC prepared its findings and recommendations for the 2025 Churchwide Assembly. The
324 CRLC also engaged in consultation with a wide variety of stakeholders including rostered
325 ministers, ethnic associations, synod vice-presidents, members of the ELCA Larger Church
326 Conference, and others.

327 **Committee Work and Focus**

328 In late 2023, at the third meeting of the CRLC, seven committees were chartered. There were
329 four committees focused on a particular aspect of the commission's mandate and three primarily
330 operational committees. The initial focus for all the committees was the first timeline milestone
331 of identifying any recommendations for constitutional changes to be provided to the Church
332 Council prior to its November 2024 meeting. This timeline allowed for such changes to be
333 available for possible consideration by the 2025 Churchwide Assembly.

334 Following that meeting, the CRLC’s focus shifted to the milestone of generating a final report
335 with findings and recommendations to be presented to the 2025 Churchwide Assembly. The
336 emphasis shifted to examination of fundamental issues such as the interdependence of the three
337 expressions, subsidiarity, and the flow of funds within the denomination. In late 2024, in
338 response to feedback from consultation with the Conference of Bishops and the Church Council
339 and in line with this shifted emphasis the Setting the Table committee was formed. Additionally,
340 the Who Are We Committee and Why and What Committee were combined into the 3-4
341 Committee. These two committees had an overlap in focus and the formation of this new
342 committee allowed for emphasis on interdependence and purpose statements. The committees
343 worked tirelessly as they identified and debated substantive issues and performed operational
344 tasks. Committees met on their own schedule and were provided with agenda time on full CRLC
345 meetings to provide status reports, seek feedback, and make recommendations. The work of each
346 committee ebbed and flowed depending on the specific work of that committee.

347 Following are the committees and their associated purposes as stated in their charters:

348 ***All Ears Committee***

349 The All Ears Committee exists to collect data from a wide range of constituents, through both
350 live listening sessions and electronic surveys, in order to inform the work of the CRLC.
351 Additionally, this committee will serve as a liaison to other data collections groups in the
352 ELCA, particularly Future Church. Finally, this committee will oversee data analysis and
353 present a report of its findings to the CRLC.

354 ***Communications Committee***

355 The Communications Committee exists to share the work of the Commission for a Renewed
356 Lutheran Church, providing transparency for the commission’s actions to the wider ELCA.
357 The committee will inform the wider ELCA of the commission’s purpose and the
358 commission’s progress towards our mandate goals.

359 ***Dismantling Racism Committee***

360 The Dismantling Racism Committee will provide oversight of the entire work of the CRLC
361 to ensure it is viewed through an intersectional lens of dismantling racism.

362 ***How We Are Governed Committee***

363 The “How We Are Governed” Committee exists to reconsider the organizational structure
364 and governance of the ELCA, being particularly attuned to dismantling racism, and to
365 provide recommendations for the future governance of this church, including potential
366 modifications to governing documents.

367 ***Planning and Report Committee***

368 The Planning and Report Committee exists to ensure project management, coordinate
369 resources and provide for a final report to be presented to the Church Council in April of
370 2025 in preparation for the 2025 Churchwide Assembly.

371 ***Who Are We Committee***

372 The Who Are We Committee exists to examine the historical definitions of this church, how
373 it is lived out today, and how to visualize it for the future. Following the completion of that
374 work, the committee will then consider the question of whether the denomination name
375 “Evangelical Lutheran Church in America” will be changed.

376 ***Why and What Committee***
377 The Why and What Committee exists to review the purpose statements for the three
378 expressions of this church as set forth in their constitutions and to make recommendations
379 concerning changes to those statements.

380 ***3-4 Committee***
381 The 3-4 Committee combines the purposes of the Who Are We Committee and the Why and
382 What Committee with a special focus on the interdependence among the three expressions of
383 the church and their purpose statements.

384 ***Setting the Table Committee***
385 The Setting the Table Committee's purpose is to draft a document listing the presenting
386 issues facing this church that the CRLC identified through its listening efforts.

387 **Challenges**

388 The work of the CRLC faced a variety of challenges, including logistical, structural, and
389 environmental. The fact that the ELCA had not created such an entity since its inception nearly
390 two generations ago meant there was no template. The most analogous entity was the original
391 Commission for a New Lutheran Church (CNLC). Yet the tasks were significantly different:
392 creating a new denomination versus examining an existing denomination's governance and
393 structure. The CNLC performed its work over the greater part of a decade. The CRLC was
394 limited to less than two years of actual meeting time. This meant that a process for responding to
395 the mandate was created in tandem with the actual work of responding to the mandate. A lack of
396 precedent in process was a notable challenge.

397 The size and diversity of the CRLC was both a challenge and a strength. There was strength in
398 the wide variety of gifts, experiences, and perspectives of the members. There was also a
399 challenge in engaging and ensuring that all members had an opportunity to fully participate in a
400 group of 34 people.

401 The CRLC was composed entirely of volunteers. Thus, the membership was confined to those
402 who had the time and means to do the work. This reality is indicative of a larger systemic
403 challenge across the structure and leadership of this church, inherently limiting the full
404 participation of the diversity represented in this church.

405 An additional and significant challenge was the wording of the mandate. There were a variety of
406 interpretations of the memorial language, with some arguing for a narrow scope and others
407 seeking a broad interpretation. The CRLC voted on an understanding of the mandate in our third
408 meeting.

409 However, there still exist varying opinions of the mandate across the spectrum of people and
410 groups within the ELCA. This challenge consumed valuable time and energy of the CRLC
411 members and supporting resource persons.

412 The CRLC was intentionally created to consist of members from all three expressions of the
413 ELCA as well as related institutions, organizations, and ministries. Logistically, the CRLC was
414 created by the ELCA Churchwide Assembly and established by the ELCA Church Council. It
415 was important that the CRLC not appear to be driven in its work by any particular expression of
416 this church. In some cases, this led to a lack of awareness of or confusion regarding already

417 existing projects and activities in the broader church. It was a challenge for the CRLC members
418 to be knowledgeable of such efforts and their potential nexus with the CRLC.

419 From a timeline perspective, the CRLC was always challenged. The first CRLC meeting was in
420 the third quarter of 2023. The CRLC held two additional meetings in 2023 and primarily used
421 them to coalesce, build understanding, and agree on the mandate. The current process for
422 amending the church's governing documents, especially the constitution, is time consuming and
423 lengthy. Potential changes needed to be presented to the Fall 2024 Church Council with prior
424 consultation with the Conference of Bishops in September 2024. Proposed specific constitutional
425 changes along with conceptual work on revised purpose statements were reviewed by the COB at
426 their Fall 2024 meeting. Subsequent versions were submitted to the Church Council. Once the
427 deadline for proposed changes to the constitutions had passed the CRLC took a deeper look at
428 the presenting issues facing the ELCA. In an ideal world this deeper dive would have occurred
429 before any specific recommendations were presented; however, primarily due to the timeline,
430 this did not occur.
431

432 Survey and Listening Sessions Summary

433 The following pages present a snapshot of the results from the listening sessions, the General
434 Survey, the Ethnic Associations Survey, the 25 Years and Under Survey, and the Youth Survey.
435 Additionally, cross-tabulations are displayed for the results of the General Survey by age, race,
436 gender and education. Along with a demographic breakdown of the respondents, the snapshot
437 highlights the most frequent responses of participants in the listening sessions and surveys and
438 qualitative responses where noted.

439 The survey questions include:

440 **Listening Sessions:**

441 What do you see as the strengths and weaknesses of the current constitutional language?

442 What does a renewed church look like to you? What are your hopes for the ELCA?

443 What elements of the Statement of Purpose do you believe are vital to the ELCA, and what
444 do you believe should be modified?

445 Are there ways in which the ELCA could be better structured to support the three
446 expressions of the church for the sake of the gospel in the world?

447 Describe a time/situation where the current structure/power configurations of the ELCA
448 supported the flourishing of the gospel in your context, and/or describe a time/situation
449 where the current structure/power configurations of the ELCA inhibited the flourishing of
450 the gospel in your context.

451

452 **General and Ethnic Associations Surveys:**

453 Which of the following elements of the congregation's purpose are vital to the ELCA's
454 future?

455 Which of the following elements of the congregation's purpose need to be modified?

456 Which of the following elements of the synod's purpose are vital for the ELCA's future?

457 Which of the following elements of the synod's purpose need to be modified?

458 Which of the following elements of the churchwide organization's purpose are vital to the
459 ELCA's future?

460 Which of the following elements of the churchwide organization's purpose need to be
461 modified?

462 The ELCA's organizational structure (congregations, synods and churchwide organization)
463 help to promote racial diversity.

464

465 **25 Years and Under and Youth Surveys:**

466

467 Does the ELCA's organizational structure (congregations, synods and churchwide
468 organization) help promote racial diversity?

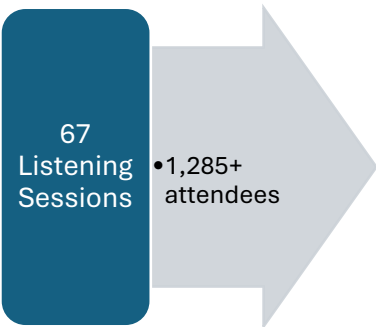
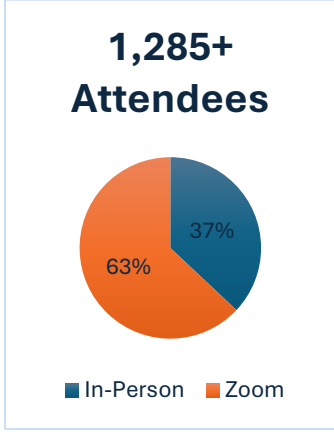
469 Identify the most important things about the ELCA that will encourage them to remain in
470 the church in the future.

471

472 Responses for each question in the General Survey are arranged by general results and cross-
473 tabulations. For example, the responses to question 1 (congregation purpose, that which is vital

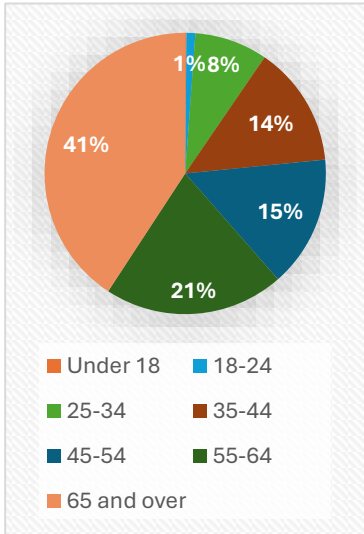
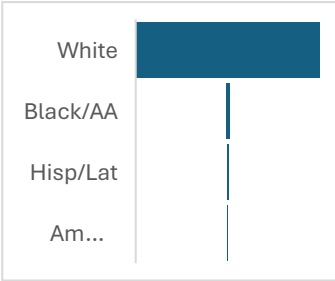
474 and that which should be modified) contain the most frequent survey responses plus the most
 475 frequent survey responses from cross-tabulations for age, race, gender and most frequent
 476 responses.

477
 478 Please note the following abbreviations: NA = Not Available, BIPOC = Black, Indigenous and
 479 People of Color, CT = Cross Tabulation, NW = Northwestern, Minn = Minneapolis, SEPA =
 480 Southeastern Pennsylvania, N/W L. MI = North/West Lower Michigan, and Mts. = Mountains.
 481

CRLC Commission for a Renewed Lutheran Church		SNAPSHOT OF THE LISTENING SESSIONS AND SURVEY RESULTS	
Understanding the Scope of Research Findings			
<p>Caveat: It is important for readers to recognize that the research observations and survey responses included in this report reflect the perspectives of those who participated and <u>do not</u> represent the entire Evangelical Lutheran Church in America (ELCA) community. While this data has been valuable in informing the CLRC’s discussions and decision-making processes, we acknowledge that it is not a statistically representative sample. As such, the findings should be interpreted as informative observations rather than predictive of broader trends within the ELCA. We encourage readers to view these responses and data as one part of a larger conversation rather than definitive conclusions about our church as a whole.</p>			
LISTENING SESSIONS RESULTS			
Demographics N = 1,285+			
# Attendees		Setting: In-person vs. Zoom	
 <p>67 Listening Sessions → 1,285+ attendees</p>		 <p>1,285+ Attendees</p> <p>63% In-Person, 37% Zoom</p>	
Respondents			
<ul style="list-style-type: none"> • Rostered ministers • Retired ministers • Synod councils • Congregations • Young adults • LGBTQIA+ • People with disabilities • Deacons • Exec. Directors of related institutions, etc. 			
Key Themes			
Purpose:		While some respondents saw the congregation-centered approach as a strength and that the existing purpose statements were clear and well-defined, other participants expressed dissatisfaction with how the current language fails to resonate with diverse communities or reflect modern values and concerns, e.g., inclusivity and relevance.	
Organization Structure:		The congregation-centered nature of the ELCA was frequently mentioned as a strength, with a focus on local congregations being a vital part of the church’s	

	identity. However, there was also a call for better alignment and support from the churchwide and synod levels to the congregational level.
Dismantling Racism:	A recurring theme was the desire for the ELCA to be more inclusive, welcoming diverse communities and ensuring that all voices are heard and represented. Participants also emphasized the need for the church to stay relevant in contemporary society by addressing current social issues and adapting to changing cultural contexts.

482

GENERAL SURVEY RESULTS			
Demographics N = 1,264			
Synod	Age	Race	Gender
NW Ohio 7% Minn Area 5% SEPA 4% N/W L. MI 4% Nebraska 4% Rocky Mts 3%			<ul style="list-style-type: none"> • 51% Cisgender women • 45% Cisgender male • 4% Non-cisgender
	Education		
	<ul style="list-style-type: none"> • 90% bachelor's degree or above 		

Responses to each question are arranged by General Survey results and cross-tabulations.

Key

(A) = General Survey Results, (B) = CT by Age, (C) = CT by Race, (D) = CT by Gender, and (E) = CT by Education

Q1 Purpose Statement — Congregation

Key	Vital	Modify
A	“Provide services of worship at which the Word of God is preached, and the sacraments are administered.”	“Motivate its members to provide financial support for the congregation’s ministry and the ministry of the synod and the churchwide organization.”
B	“Provide pastoral care and assist all members to participate in this ministry.”	“Provide services of worship at which the Word of God is preached, and the sacraments are administered.”

C	“Respond to human need, work for justice and peace, care for the sick and the suffering, and participate responsibly in society.”	“Provide pastoral care and assist all members to participate in this ministry.”
D	“Provide services of worship at which the Word of God is preached, and the sacraments are administered.”	“Foster and participate in interdependent relationships with other congregations, the synod, and the churchwide organization.”
E	“Challenge, equip, and support all members in carrying out their calling in their daily life and in their congregation.”	“Provide services of worship at which the Word of God is preached, and the sacraments are administered.”

Q2 Purpose Statement — Synod

Key	Vital	Modify
A	“Provide for pastoral care of congregations and rostered ministers in the synod.”	“Provide for pastoral care of congregations and rostered ministers in the synod.”
B	“Plan for, facilitate, and nurture the mission of this church through congregations.”	“Strengthen interdependent relationships among congregations, synods, and the churchwide organization, and foster relationships with agencies and institutions affiliated with or related to this church as well as ecumenical partners.”
C	“Plan for, facilitate, and nurture the mission of this church through congregations.”	“Plan for, facilitate, and nurture the mission of this church through congregations.”
D	“Plan for, facilitate, and nurture the mission of this church through congregations.”	“Provide for pastoral care of congregations and rostered ministers in the synod.”
E	“Strengthen interdependent relationships among congregations, synods, and the churchwide organization, and foster relationships with agencies and institutions affiliated with or related to this church as well as ecumenical partners.”	“Provide for pastoral care of congregations and rostered ministers in the synod.”

Q3 Purpose Statement — Churchwide

Key	Vital	Modify
A	“Provide resources to equip members to worship, learn, serve, and witness in their ministry in daily life.”	“Determine and implement policy for this church’s relationship to governments.”
B	“Undergird the worship life of this church as the Word of God is preached and the sacraments are administered.”	“Establish and reflect this church’s ecumenical stance and its relationship to other churches and direct this church’s policy for relationship with persons of other faiths.”
C	“Witness to the Word of God in Christ by united efforts in proclaiming the Gospel, responding to human need, caring for the sick and suffering, working for justice and peace, and providing guidance to members on social matters.”	“Provide for a comprehensive financial support system for this church’s mission and for the administration of financial resources necessary for fulfillment of the particular responsibilities of the churchwide organization.”
D	“Undergird the worship life of this church as the Word of God is preached and the sacraments are administered.”	“Provide for the rostered ministers for this church.”
E	“Support and establish policy for this church’s mission and coordinate planning and evaluation for that mission throughout the world, including participation with other churches.”	“Support and establish policy for this church’s mission and coordinate planning and evaluation for that mission throughout the world, including participation with other churches.”

Q4 Promotes Racial Diversity

Key	Strongly Disagree + Disagreed	Strongly Agree + Agreed	Neutral
A	N = 498 or 36.5%	N = 301 or 22.1%	N = 437 or 32%
B	35-64 year olds	18-24 year olds	NA
C	10.3% Whites 21.8% BIPOC	NA	NA

D	65.9% Non-cisgender 40.6% Cisgender women 33.9% Cisgender male	NA	NA
E	NA	Bachelor's degree Professional degree Master's degree	NA

Qualitative Data Results

Organization Structure	Dismantling Racism	Other
Recognize the distinct needs of metropolitan and rural congregations.	Distribute resources more equably.	Improve diversity and organizational structure.

483

ETHNIC ASSOCIATIONS RESULTS

Demographics N=9

Geographic Dist.	Age	Gender												
Southwestern Texas 11% Texas-Louisiana Gulf Coast 11% Southeast Michigan 11% Metropolitan New York 11% Caribbean 56%	<table border="1"> <caption>Age Distribution Data</caption> <thead> <tr> <th>Age Group</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>18-24</td> <td>11%</td> </tr> <tr> <td>35-44</td> <td>11%</td> </tr> <tr> <td>45-54</td> <td>34%</td> </tr> <tr> <td>55-64</td> <td>33%</td> </tr> <tr> <td>65+</td> <td>11%</td> </tr> </tbody> </table>	Age Group	Percentage	18-24	11%	35-44	11%	45-54	34%	55-64	33%	65+	11%	<ul style="list-style-type: none"> Male 34% Woman 33% Queer 11% Cisgender 22% <p>Education</p> <ul style="list-style-type: none"> Master's degree 45% Bachelor's degree 22%
Age Group	Percentage													
18-24	11%													
35-44	11%													
45-54	34%													
55-64	33%													
65+	11%													

Key Themes

	Vital	Modify
Q1 Congregation Purpose Statement	“Respond to human need, work for justice and peace, care for the sick and the suffering, and participate responsibly in society.” (N=9)	“Respond to human need, work for justice and peace, care for the sick and the suffering, and participate responsibly in society.” (N=5)

Q2 Synod Purpose Statement	“Provide for pastoral care of congregations and rostered ministers in the synod.” (N=6)		“Plan for, facilitate, and nurture the mission of this church through congregations.” (N=6)
Q3 Churchwide Purpose Statement	“Foster interdependent relationships among congregations, synods, and the churchwide organization to implement the mission of this whole church.” (N=5)		“Oversee and establish policy for this church’s relationship to seminaries, colleges, universities, schools, and other education endeavors, and provide support as appropriate.” (N=4)
	Agree	Disagree	Neutral/DKN
Q4 Promote Racial Diversity	NA	N = 5	N = 3 / 1
Info Accessible in Spanish	N = 1	N = 5	N = 3
Type of Info Avail in Spanish needed	N = 7 (press releases and leadership spaces)		
Type of Info Avail in Spanish needed	N = 6 (information/national assembly et.al.)		

484

Organizational Structure Changes	Dismantling Racism
“Flexibility and process streamlining (policy statements), e.g., shifting the focus from institutional policies to people and ministries.”	“Create a Latino Synod.”
“Decentralization of power and opening the church to external solutions rather than internal ones.”	“Let the Latino community make decisions for themselves.”

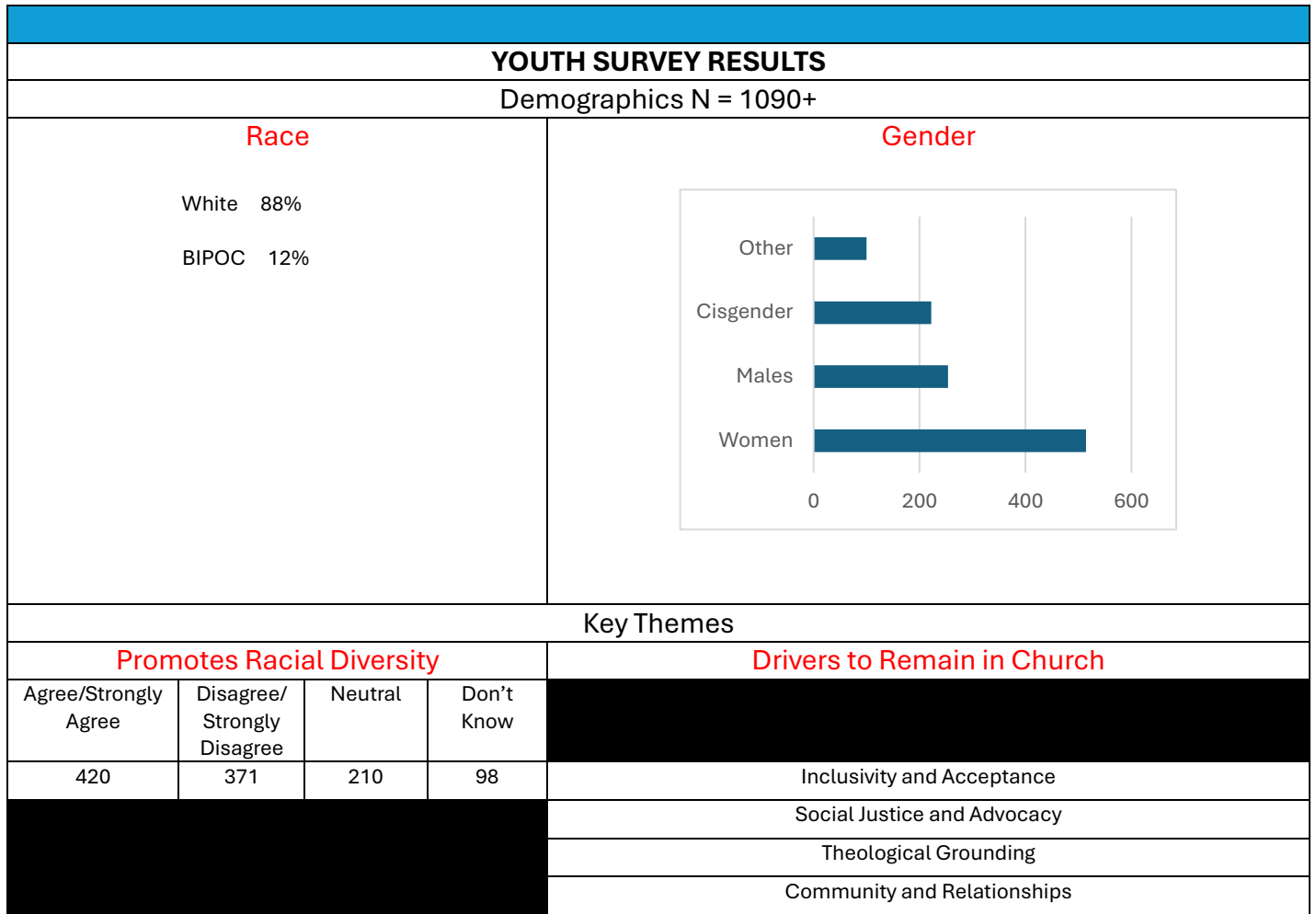
25 YEARS AND UNDER RESULTS

Demographics N=360

Age	Race	Gender
<p>Under 18 years = 28%</p> <p>18–25 years = 72%</p>	<p>Legend: ■ White ■ Other</p> <p>87% (White), 13% (Other)</p>	<p>Y-axis: 0, 50, 100, 150, 200</p> <p>X-axis: Women, Man, Cisgender, Other</p>

Key Themes

Promotes Racial Diversity (N= 364)				Drivers to Remain in Church
Agree/Strongly Agree	Neutral	Disagree/Strongly Disagree	Don't Know	
N = 256	N = 49	N = 37	N = 22	Inclusivity and Acceptance
				Community and Fellowship
				Youth Engagement and Activities
				Social Justice and Advocacy



486

487 The following QR Code will lead you to an in-depth video overview of the survey results.

488

489

490

491

492



SCAN ME

493 **Observations**

494 The following represent the findings of the CRLC. The Church currently is navigating
495 unprecedented challenges, both internally and externally. The findings outlined below have
496 emerged from our listening and survey sessions, as well as the ongoing work of the commission.
497 Our activities and focus have been guided by the Church’s mission as stated in Chapter 4.01 of
498 the ELCA Constitution, which defines the Church as “a people created by God in Christ,
499 empowered by the Holy Spirit, called and sent to bear witness to God’s creative, redeeming, and
500 sanctifying activity in the world.” In order to fulfill this mission fully we seek to use the
501 following to inform this church of what it means to be welcoming to all of God’s children.

502 **Identified Areas of Need**

503 **1. Structural Concerns and Governance**

504 **1.1 The Tension:** This church is a ministry: All power in the Church belongs to our Lord
505 Jesus Christ, its head. All actions of this church are to be carried out under his rule and
506 authority. [ELCA constitution 3.01]. It is also a non-profit organization, legally
507 registered in the state of Minnesota [Article 2, Article 5]. For the sake of good
508 stewardship, we utilize governance processes across the three expressions that blend
509 non-profit structures with ecclesiastical structures. Through our listening we have
510 found areas in all three expressions of the church where the governance structures are
511 not serving the purpose of this church, nor are we modeling good stewardship of the
512 tasks and resources entrusted to us, the people. Tension also lies in the need to clearly
513 define the purpose of this church, to ensure governance and resources are appropriately
514 aligned.

515 **1.2 Challenges in Governance Model:** The current governance models in all three
516 expressions have weaknesses. Leadership recruitment, leadership diversity, and
517 intentional and meaningful representation in many synods and congregations are
518 currently highly dependent on passive inbound application, versus a blend of intentional
519 recruitment and open and welcoming invitation. Additionally, there is a wide variance
520 in the implementation of governance practices across congregations and synods which
521 result in unintentional inequities.

522 In both the synod and churchwide expressions, executive power—encompassing the
523 authority to govern and administer—is fully vested in the bishop [13.31, S8.12]. All
524 other elected officials, including the single constitutionally required lay leader, are
525 directed by the bishop. The staff, led by the bishop, have the full responsibility to
526 manage and lead the organization.

527 There are notably wide differences in the implementation of governance practice across
528 the 65 synods, leadership recruiting and election practices, frequency of meeting, term-
529 limit variations, and volunteer turn-over, all of which have an impact on the
530 effectiveness of governance. This variety, while reflecting in part the context of each
531 synod, provides a challenge for the persons, related institutions, organizations and
532 ministries who may have to adjust to these varied circumstances.

533 Additionally, the current practice of allocating seats on national boards and councils
534 based on a rotation among all synods is not a representative method for such allocations
535 and limits this church's ability to improve diversity and inclusion. Any consideration of
536 representation should ensure a balance of representation from synods while not
537 prohibiting the abilities of people to serve this church.

538 **1.3 Challenges in Administration and Management:** Throughout the ELCA's existence,
539 it has been challenging to effectively coordinate leadership across the three expressions
540 of this church. Born in part out of the varied practices of the over 130 predecessor
541 bodies to the ELCA, this disconnect challenges the ability of the ELCA to function as a
542 unified body, creating wide variations in governance, policy application, ministry
543 practices, and resource allocation. Examples of this include pastoral roles on
544 congregation councils and application of policies and rules by bishops.

545 The current structure has enabled inconsistent practices that challenge the unity and
546 purpose of the ELCA. More clearly delineated roles, responsibilities and mechanisms
547 for accountability, transparency, and strategic oversight, help ensure that the ELCA's
548 leadership structures reflect its theological commitments and operational needs.

549 These issues are directly connected to the flow-of-funds issues mentioned below.

550 **1.4 Interdependency and funding models:** The interdependency of the three expressions
551 has been challenged throughout the ELCA's existence by the tension between the
552 funding model (congregation to synod to churchwide organization) and the inaccurate
553 subsidiary perception of many local leaders that churchwide organization controls
554 synods, which in turn control congregations. This lends itself to misaligned
555 expectations of responsibility across each expression and hampers generosity in today's
556 philanthropic environment.

557 Currently, congregations collect funds which are then shared with the synod, which in
558 turn shares it with the churchwide organization expression. This model can be impacted
559 by feelings of alienation and disaffection at various points in time.

560 As the landscape of the local congregation has changed, the capacity or desire to share
561 resources across the three expressions has also changed. This is in part due to a
562 governance structure that depends highly on the historic governance, program, and
563 staffing models of this church which require resources locally for facilities, staff, and
564 program.

565 Additionally, national trends in charitable giving impact our model. The days of
566 unquestioned giving to the trusted institution, church or otherwise, are gone. Today's
567 congregation and donors have the capacity to respond to the call to be good stewards by
568 determining where resources make the most impact.

569 **1.5 A Misperception of Authority:** The current model of governance and the authorities
570 of the congregation, synod, and churchwide organization expressions have existed in
571 tension since the creation of the ELCA. Historic differences in governing practices
572 between the three merging church bodies still exist today, specifically at the
573 congregational level.

574 Our current governing documents, in reference to one church in three interdependent
575 expressions, state in ELCA 5.01.c. that the governance of this church is one in which
576 all three expressions are “interdependently...sharing responsibility in God’s mission.” It
577 goes on to state that “whenever possible, the entity most directly affected by a decision
578 shall be the principal party responsible for decision and implementation, with the other
579 entities facilitating and assisting.”

580 Many perceive or expect that decisions and authority solely lie with the churchwide
581 organization and synod expressions as they would in a “diocesan” model of
582 governance.

583 **1.6 Role Clarification Across Expressions:** Feedback from surveys and listening sessions
584 highlights the need for clearer role definitions among the three expressions. This
585 includes distinct yet interdependent roles to enhance both accountability and autonomy,
586 thereby fostering a unified mission. This need for clarification stems from unaddressed
587 issues in the formation of the ELCA and the “dynamic of dissonance” between the
588 hierarchical and congregational models of governance that were present in the varied
589 approaches of the predecessor church bodies.

590 **1.7 Balancing Authority with Accountability:** A recurring challenge identified by the
591 CRLC is achieving clear, consistent authority across church expressions while
592 upholding accountability. The tension between autonomy and accountability for
593 congregations has been present since the inception of this church. Likewise, authority
594 and accountability are also in tension for rostered ministers serving congregations and
595 bishops giving leadership to synods. Proposed structural adjustments must aim to
596 clarify roles and enhance oversight. Further, current accountability structures must be
597 reviewed to consider their practicality, speed, and equitable application.

598 **1.8 Needed Adaptability and Structuring for Today:** Many of the structures of this
599 church within each expression were built in a time of larger participation. Today, the
600 ELCA is reducing in membership by about 110,000 people per year. In this reality,
601 congregations are forced at a ground level to change structures to match the realities of
602 reduced membership. They are experiencing closures, mergers, and re-imaginings. (134
603 ELCA congregations closed or disaffiliated in 2023.–[ELCA Form A Summary of
604 Congregational Statistics 12/31/23]

605 Similarly, structural and operational changes have been made in the synod and
606 churchwide organization expressions. However, for all three expressions often the
607 response has been to do the same work or more with fewer resources, which is
608 inequitable to those doing the work. There is an urgent need to step back and consider
609 fundamental purpose, and strategically structure for that core purpose. The three
610 expressions must have the flexibility to size and structure in order to meet the missional
611 needs of the church in their context.

612 The speed of adaptation required in today’s context demands crystal clarity of purpose,
613 and governing documents and practices that allow for responsive and adaptive change
614 while protecting core values. There is often a conflict between the desire for rapid
615 change and the prescribed processes of discernment.

616 For example, one reason presented by some of the synods who sent memorials to the
617 Churchwide Assembly in 2022 that called for creation of the CRLC was to address the
618 number of synods. The original number was a compromise between the Lutheran
619 Church in America (LCA) and the American Lutheran Church (ALC). However, the
620 current division of 65 synods no longer provides appropriate representation or good
621 stewardship of resources.

622 *Congregational Distribution*

- 623 • **Top 5 Largest Synods (by congregations):** Synods 3D, 8D, 4A, 3F, and
624 7E collectively have 1,131 congregations.
- 625 • **Smallest 16 Synods (by congregations):** Synods 7G, 1A, 9F, 4C, 8H, 8G,
626 5L, 8A, 5G, 2D, 1C, 1D, 4D, 1B, 4F, and 2C together have a total of 1,104
627 congregations.
- 628 • **Comparison:** The largest single synod, 7E, alone hosts 240 congregations,
629 while the combined total for the six smallest synods (7G, 1A, 9F, 4C, 8H,
630 8G) is only 259 congregations.

631 *Active Participant Distribution*

- 632 • **Largest Synod (by active participants):** Synod 3G has 96,792 active
633 participants.
- 634 • **Smallest 13 Synods (by active participants):** Synods 7G, 9F, 8H, 4C, 1A,
635 8A, 8E, 8C, 5G, 4D, 1D, 1F, and 1C together have a total of 92,983 active
636 participants.

637 In some cases, synods may need to merge, in others split. Current governing documents
638 require approval of the Churchwide Assembly to make this happen, which can prove
639 cumbersome.

640 Current governance structures require funding at a level that is no longer available, due
641 to the reduction in size of this church. Ministries at the margins, such as those coming
642 from our ethnic-specific tables, campus ministry, outdoor ministry, and service learning
643 ministries are underfunded. Critical evaluation of priorities is necessary to ensure the
644 essential work of this church is funded and following its mission.

645 **1.9 Governance Adaptations:** As previously stated, the CRLC has identified the need for
646 governance updates to enhance adaptability and streamline responsibilities across the
647 churchwide organization, synod and congregation expressions. These updates aim to
648 establish a more cohesive, mission-oriented framework.

649 As is often the case with organizations, our current systems tend to default to
650 preserving the status quo. Given this reality, it is essential to evaluate roles and
651 structures from an organizational perspective, separate from the individuals currently
652 occupying those roles or the existing systems. This approach allows us to focus on what
653 will be necessary to meet future needs effectively.

654 **1.10. Representation:** Vital and important areas of our church’s engagement in the world,
655 such as social ministry organizations, campus ministries, outdoor ministries, non-
656 traditional worshipping communities, and other ministries—often served by non-rostered
657 professionals—lack formal recognition within the current structures. These ministries,
658 which provide significant diversity and outreach, are asking for greater connection, a
659 strength that is currently underutilized. Formal recognition might include institutional
660 access to voice and vote in formal settings, addressing these gaps in representation in
661 the current three expressions. Recognition of these ministries not represented by the
662 three expressions would move us toward being a more equitable and inclusive church.

663 **1.11 Lay Leadership:** Lay leadership has played a vital role in the ELCA and continues to
664 grow in prominence today. Ensuring a balance of voices requires intentionality in how
665 both lay and rostered leaders are equipped and empowered to contribute to the
666 decision-making processes of this church.

667 The 40% maximum allocation for rostered ministers and the 60% minimum allocation
668 for lay participants in synod and churchwide assemblies, councils, committees, boards,
669 and other organizational units provides a structural framework for representation.
670 This allocation ensures that those called to pastoral and diaconal leadership—who are
671 often deeply engaged in the theological and practical concerns of this church—have a
672 meaningful voice, while affirming the critical role of lay leaders in this church’s
673 mission. However, challenges arise when we assume that simply meeting these
674 numerical requirements guarantees equitable lay representation. Lay participation is
675 often shaped by factors such as access to resources, time, and opportunities to develop
676 the skills and confidence necessary for meaningful engagement in governance.

677 Representation must go beyond mere numbers; it must include people—both rostered
678 and lay leaders—who are well-prepared to thoughtfully and faithfully engage in this
679 church’s mission and governance. This involves identifying individuals who can offer
680 diverse perspectives while addressing the complexities and opportunities facing the
681 church today.

682 By fostering robust collaboration between rostered and lay leaders, we honor the
683 significant Lutheran emphasis on the ministry of the baptized and create a decision-
684 making body that reflects the fullness of the church’s gifts.

685 **1.12. Program Adaptability:** Survey data indicates that younger congregants prioritize
686 flexible governance that fosters youth engagement and inclusive community practices.
687 Congregations excelling in intergenerational ministry demonstrate adaptability,
688 programmatic diversity, and a willingness to evolve in response to changing needs.
689 These practices bridge generational divides, foster collaborative leadership, and share
690 spiritual growth.

691 **1.13 Global Lutheran Communion and Ecumenical Relationships:** The ELCA is not a
692 church on its own. It is part of the global Lutheran communion. The ELCA plays an
693 important role in partnership and mutual support with the Lutheran World Federation
694 and many of its member churches. Furthermore, the ELCA is actively engaged
695 ecumenically, with several full communion relationships with other denominations and

696 with ecumenical and interfaith dialogues. This all needs to be kept in mind as the
697 purposes and structures of this church are considered.

698 2. Commitment to the Dignity of All People

699 **2.1 Biblical Grounding:** The core principles of the Lutheran understanding of the work of
700 the Triune God undergird the ELCA support for Diversity, Equity, Inclusion, and
701 Accessibility (DEIA) policies and education. Creation stories tell of the goodness of the
702 majestic diversity that flows from God’s creative and sustaining power. (Genesis 1, 2.)
703 Jesus lived out God’s call to respond to the needs of anyone who is marginalized and
704 unjustly treated. At Pentecost the Holy Spirit signaled the divine intention for the
705 Church to be inclusive of all peoples and languages by making the disciples able to
706 communicate in the plurality of languages of their world (Acts 2:4). Paul explains in his
707 letter to the Corinthians that within the diversity of the body of Christ some priority is
708 given to those whom society despises or marginalizes: (1 Cor. 12:22).

709 **2.2 Lutheran Heritage:** Martin Luther championed the freedom and responsibility of
710 Christians within the community. The Lutheran Confessions (Book of Concord) hold
711 the government and the Church responsible for the well-being of vulnerable members
712 of the community. Furthermore, from the beginning of the Reformation the Lutheran
713 tradition highlighted the need of diversity of languages and cultures (i.e., the
714 vernacular) in the proclamation of the Word and in the worship life of the Christian
715 community (Luther’s *An Open Letter on Translating* 1530 and also *Preface to The*
716 *German Mass and Order of Divine Service* 1526).

717 From the perspective of Lutheran ecclesiology, the Church is not merely an
718 organization but an *ekklesia*—the people called, gathered and enlightened by God
719 (Small Catechism, Article 3). This calling is not for the Church to perpetuate its own
720 existence but to bear witness (with words and actions) to the saving work of Jesus
721 Christ, heralding the imminent realization of God’s realm. As such, the Church as a
722 human organization is transient, its ultimate purpose fulfilled in serving God’s purpose
723 toward the well-being of all. The proclamation of the law and the gospel is central to
724 this witness. God’s law (first use) compels us toward the enactment of justice, which
725 demands denouncing evil and injustice. The second use of God’s law calls to
726 repentance for both systemic sin and individual sins, including racism and patriarchy
727 (ELCA Social Statements *Race, Ethnicity, and Culture* and *Faith, Sexism and Justice*).
728 The good news of Jesus Christ (gospel) sets us free to seek (and delight in) the well-
729 being of all people in the unique individuality in which God has created each one of us.

730 Moreover, the ELCA teaches that, “Faith is active in love; love calls for justice in the
731 relationships and structures of society” (ELCA Social Statement *Church in Society, A*
732 *Lutheran Perspective*) That is, as people justified by grace through faith, Lutherans are
733 called to live out their faith in society by working toward a more just and inclusive
734 world. This includes challenging systemic inequalities and ensuring that all members,
735 regardless of race, ethnicity, sex, gender, or sexuality, are valued equally as part of
736 God’s creation.

737 The impetus for DEIA initiatives is deeply biblical, belongs to the best of the Lutheran
738 heritage, and to the essence of the Church, that is, of the body of Christ (Gal. 3:28). The
739 implementation of DEIA principles within this church's governance and educational
740 practices addresses current challenges in both Church and society and leverages them
741 as opportunities to witness and live out both God's law toward justice and the gospel's
742 embrace of all people.

743 **2.3 DEIA Policies and Training:** The DEIA audit process was not initiated by the CRLC;
744 however, we have received its findings and they have informed our work. This audit
745 has recommended updated governance and personnel policies, DEIA training for
746 leaders, and the inclusion of DEIA principles in theological education. These changes
747 are seen as foundational to aligning church practices with the ELCA's commitment to
748 justice and inclusivity. Many of the challenges listed in the structural and governance
749 section of identified challenges are disproportionately affecting the ethnic-specific
750 ministries and historically marginalized groups of this church. All needed evolutions of
751 the governance practices should consider both the theology and methodology necessary
752 to truly bring everyone to the table.

753 **2.4 Youth and Inclusivity:** Youth respondents from the 2024 National Youth Gathering,
754 expressed strong support for the ELCA's inclusivity regarding ethnicity, gender
755 identity, and LGBTQIA+ rights. Many respondents reported social justice and
756 advocacy as being essential to this church's mission, and there was widespread support
757 for DEIA as a core value important to young members .

758 3. Identity and Purpose Statements

759 **3.1 Updating Purpose Statements:** Revisions to the Statements of Purpose in the ELCA
760 Constitutions are needed to better reflect the ELCA's mission in contemporary contexts
761 and in light of existing resources. These updates must aim to ensure clarity in the roles
762 of each expression, with a renewed focus and clarity on this church's core mission,
763 informed by the commission's discernment about the essential and ancillary works of
764 the Church.

765 Analysis of the laity and general population surveys reveals varied perceptions of the
766 ELCA's mission. Respondents call for this church to articulate its mission in ways that
767 are clear, concise, and understandable to all, particularly around themes of social
768 justice, peace, and inclusion, specifically as it relates to the proclamation of the core
769 Lutheran proclamation of the gospel as the justification by grace through faith that is
770 for everyone equally.

771 **3.1.1** The commission had significant debate and consideration of the current
772 Statements of Purpose for each of the expressions of this church. We recognize
773 that, while there may be changes needed in the operational execution of the
774 purposes for each expression, the commission has not taken action to recommend
775 changes to our Statements of Purpose, given the need for ongoing discernment
776 and inclusion of other voices.

777 **4. Theological and Ecclesiological Foundations**

778 **4.1 Ecclesiology:** Concern has been expressed that the ELCA ecclesiology needs to be
779 better understood across this church, both in its current and predecessor forms, in order
780 to align any proposed changes with both theology and practical matters.

781 **4.2 Faith Formation and Mission:** Youth and lay respondents express a desire for the
782 ELCA to be deeply engaged in spiritual formation, emphasizing faith in daily life,
783 community, and outreach. This includes support for youth-focused and
784 intergenerational ministry and proposals for curriculum updates that emphasize active
785 discipleship and faith sharing.

786 **5. Congregational Health and Vitality**

787 **Congregational Ministry:** Congregational ministry across the ELCA reflects both
788 enduring strengths and significant challenges. Many congregations are seen as trusted,
789 welcoming communities that foster deep relationships and prioritize local service,
790 particularly in areas such as food insecurity and community outreach. These
791 congregations emphasize a sense of family, offering spaces for intergenerational
792 connection and support. However, survey data and listening sessions reveal growing
793 disparities in resources and programming between urban and rural congregations, and
794 between large and small churches. There is also a recognized need across the ELCA for
795 greater adaptability, with many members calling for governance structures that allow
796 congregations to respond to their unique contexts. Despite high levels of openness to
797 change, particularly among younger members, implementing substantial reforms
798 remains a challenge. As a result, while ELCA congregations are deeply committed to
799 their communities, many recognize the need for new strategies to engage younger
800 generations, diversify leadership, and build a more inclusive church.

801 **6. Vocational Leadership:**

802 The current structures, governance process, and operational patterns of
803 interconnectivity between communities, congregations, synods, and churchwide
804 organization are highly dependent on rostered leadership. Rostered leadership shortages
805 in certain regions, congregational capacity to afford rostered leadership, and call and
806 ordination processes are all challenging the current operational practices.

807 Additional challenges include inconsistencies in all expressions of this church in call
808 practices, including but not limited to, the varied recognition of those in specialized
809 calls, assignment and approval of first call placements. These inconsistencies
810 disproportionately affect our LGBTQIA+ and BIPOC leaders.

811 We note that a more flexible understanding of call and vocational preparation will
812 likely be required for the future of this church. The boundaries of that flexibility must
813 be clear and enforced equivalently. Changes to such processes should include diverse
814 voices and experiences at the table.

815 **7. Community and Relationship Building Across Expressions**

816 **7.1 Enhanced Communication and Resource Sharing:** Listening sessions have
817 identified the need for more effective communication and collaboration among
818 congregations, synods, and churchwide leaders. The world has moved to an expectation
819 of faster and more transparent communication. Historical models of slow response
820 allow gaps which are filled by others and leave space for conflict, when clear timely
821 responses could reduce the opportunity for conflict. This strategic shift in
822 communication strategy is essential to support the ELCA’s commitment to being an
823 anti-racist church, ensuring that gaps do not lead to misunderstandings or conflicts that
824 undermine this mission.

825 Suggested improvements arising from our listening include better resource-sharing
826 platforms and consistent engagement channels to support unified and localized mission
827 work. This is notably dependent on participants engaging in whatever channels and
828 platforms are available.

829 **7.2 Community Integration and Inclusivity:** The importance of community, belonging,
830 and relationships is a consistent theme among laity and youth. Youth respondents
831 particularly value intergenerational bonds and a sense of family within congregations,
832 suggesting that these connections are crucial to this church’s long-term vitality.

833 **8. Perspectives in the Pew and Pulpit**

834 **8.1 Openness and Urgency to Change:** While most ELCA congregations report openness
835 to change, the CRLC notes a need for greater urgency and willingness to act in all
836 expressions of this church. Lay and rostered leaders indicate a readiness to adapt but
837 recognize a gap in implementing substantial changes. Current structures will not be
838 supportable financially and may struggle to have sufficient volunteer and professional
839 leadership in the near future.

840 **8.2 Diversity of Perspective:** While the members of this church ostensibly share
841 commitments to God’s Word and the historic Lutheran confessions, they are not of one
842 mind about many issues, including race/ethnicity, gender identity, and sexuality. As this
843 church expresses its voice in the world through leadership in the churchwide
844 organization and synodical expressions and through Churchwide Assembly actions,
845 often the membership of this church does not feel involved and may not agree with the
846 statements made. Indeed, members of this church may not agree with one another. This
847 impacts the funding models of this church, but the financial concern should not drive
848 the voice of this church. While parts of this tension may be unavoidable, governance,
849 structural, and operational changes may ease this tension.

850 **9. Practical Concerns**

851 **Timing and Structural Constraints of the CRLC:** The notable speed of decline of
852 the traditional membership model places an urgency on this work. The very structures

853 we are considering themselves are a hindrance to timing. From its inception, the CRLC
854 was challenged by time available to do the work we have been called to.

855 Further, the structure and timeline of the CRLC, fully dependent on volunteers who
856 have the time and means to do the work, is indicative of the larger systemic challenges
857 across the structure and leadership of the church, inherently limiting the full
858 participation of the diversity represented in this church.

859 The continuation of this work and implementation of recommendations will be
860 impacted by the elections of a presiding bishop and secretary by the 2025 Churchwide
861 Assembly. Future work on these matters will require comprehensive coordination with
862 other efforts of this church.
863

864 Recommendations

865 The Commission for a Renewed Lutheran Church recommends several items for adoption or
866 action by various bodies within the church. The recommendations, their status, and rationale are
867 set forth below.

868 Recommendations 1-6 are addressed to the Churchwide Assembly or the Church Council as
869 appropriate, based on the determination of the CRLC as to which body is the appropriate
870 authority to implement the recommendation.

871 Recommendations 1 and 2 call for action on changes to governing documents, policies, and
872 procedures to improve accountability within the church, with particular intentionality around
873 dismantling racism.

- 874 1. Immediate Action on Dismantling Racism
- 875 2. Accountability within the ELCA

876 Recommendations 3-5 call for the creation of task forces to continue the work on issues of
877 importance identified by the CRLC that the commission did not have time to complete between
878 convening in July 2023 and preparing this final report in April 2025.

- 879 3. Task Force on Interdependence and Purpose
- 880 4. Financial Coordinating Task Force
- 881 5. Task Force to Develop Comprehensive Congregational Management and Governance
882 Toolkit and Orientation Program

883 Recommendation 6 calls for various policies and resources to clarify and uplift the ministry of
884 ministers of Word and Service in the future life of this church.

- 885 6. Strengthening the Framework for Ministers of Word and Service

886 Recommendations 7-12 call for specific changes to the ELCA's governing documents, and they
887 are listed here in the order in which they appear in our governing documents:

- 888 7. Diversity, Equity, Inclusion, and Accessibility Related Changes to Governing Documents
889 and Recognition of Historically Underrepresented Groups
- 890 8. Clarifying Language Concerning this Church's Relationship with other Organizations
- 891 9. Empower Lay Leadership: Association of Synod Vice Presidents
- 892 10. Cost-Sharing for Professional Investigations of Misconduct
- 893 11. Streamline Process to Amend the ELCA's Governing Documents
- 894 12. Make Fewer Provisions in the Synod Constitution Mandatory

895 Because the normal course for amendments to the ELCA's constitution and bylaws to be adopted
896 by the Churchwide Assembly involves the Church Council recommending those changes at its
897 November meeting preceding the assembly, recommendations 7-12 were all presented to the
898 Church Council at its November 2024 meeting. The council has already adopted the
899 recommended continuing resolutions relating to the DEIA Audit (Recommendation 7), as
900 continuing resolutions may be adopted by the Church Council without a vote of the Churchwide
901 Assembly. Other recommended changes await further work before they can be implemented

902 (e.g., the change to the Rules Governing Disciplinary Proceedings in Recommendation 10 would
903 not be adopted unless the corresponding bylaw is adopted by the Churchwide
904 Assembly). Specific details of the status of each of these governing document changes appear
905 after the text of the Recommendation below.

906 Finally, the Church Council referred a question concerning the name of the ELCA to the CRLC
907 in its action CC22.11.34.cc. This is the only item specifically referred to the CRLC outside of its
908 original mandate. Recommendation 13 contains the CRLC's response to this Church Council
909 action.

910 13. ELCA Name Change

911

912

913 **Recommendation 1: Immediate Action on Dismantling Racism**

914 *(Related to Observations 1.4, 1.6, 1.7, 2.1, 2.2, 2.3)*

915 **The Commission for a Renewed Lutheran Church recommends that the ELCA Church**
916 **Council immediately begin identifying and acting upon mutual accountability measures**
917 **and compliance incentives across all expressions of the ELCA to ensure the proactive**
918 **centering of dismantling racism within the denomination. These measures and incentives**
919 **shall be guided by the recommendations outlined in the Diversity, Equity, Inclusion, and**
920 **Accessibility (DEIA) Audit and the Strategy Toward Authentic Diversity.**

921 **To ensure timely action, all constitution and bylaw amendments needed for the**
922 **development and implementation of these accountability measures and compliance**
923 **incentives must be developed and advanced in time for consideration by the 2028**
924 **Churchwide Assembly. If by that time such measures and incentives have not been**
925 **adequately identified or enacted, we recommend the ELCA Church Council call for a**
926 **special meeting of the Churchwide Assembly to evaluate and enact necessary constitutional**
927 **revisions that will enable and advance the ELCA’s commitment to anti-racism work.**

928
929 *Status: This recommendation is being transmitted to the ELCA Church Council meeting April 3-*
930 *6, 2025, and to the 2025 Churchwide Assembly.*

931
932 ***Rationale:***

933 The Commission was charged with being particularly attentive to our shared commitment to
934 dismantle racism. As a commission we took this directive to include this church's commitment to
935 the dignity of all people; a commitment which is strongly rooted in Lutheran theology. (*See*
936 *Observation 2.2.*)

937 The CRLC recognizes that there is racism within this church, and we further recognize that there
938 exists within this church various forms of discrimination against other historically
939 underrepresented groups as well. While the CRLC’s mandate was specific to the charge of
940 dismantling racism, we encourage the Church Council’s to expand the work beyond dismantling
941 racism to include dismantling discrimination against all historically underrepresented groups.

942 This church at its inception committed to goals around diversity [ELCA 5.01.A24. and
943 following], and there has been significant frustration at the slow progress toward becoming a
944 truly welcoming church and realizing authentic diversity that recognizes the dignity of all human
945 beings.

946 In recent years significant effort has been undertaken in the completion of a Diversity, Equity,
947 Inclusion, and Accessibility (DEIA) Audit and the creation of a Strategy Toward Authentic
948 Diversity, but action to implement the outcomes of this work has not permeated the church.

949 The commission believes this work can wait no longer. This work is sufficiently important that it
950 could necessitate a special meeting of the Churchwide Assembly to fundamentally address the
951 way our governing documents impede this work. However, the commission believes a concerted
952 effort should be made to advance this issue before and to the 2028 Churchwide Assembly.
953 Specific measures should be presented to the 2028 Churchwide Assembly to center this work,

954 and if sufficient actions cannot be identified and developed for that assembly, then it is the
955 recommendation of the Commission for a Renewed Lutheran Church that a special meeting of
956 the Churchwide Assembly should be called for revision to the *Constitution, Bylaws, and*
957 *Continuing Resolutions of the ELCA.*

958 While much that needs to be done to accomplish this work may be centered in our constitution
959 and bylaws, which can only be amended by the Churchwide Assembly, the commission
960 encourages the Church Council to act on continuing resolutions and policies that can advance
961 this work before the 2028 Churchwide Assembly.
962

963 **Recommendation 2: Accountability within the ELCA**

964 *(Related to Observation 1.7)*

965 **The Commission for a Renewed Lutheran Church (CRLC) recommends:**

- 966 **1. That the Church Council adopt a resolution instructing the Office of the Secretary**
967 **to explore collaboration with our full-communion partners to develop processes for**
968 **conflict resolution within the church that are endorsed by, but independent of, the**
969 **churchwide organization, and ensuring that they are responsive to the needs of**
970 **historically underrepresented groups.**
- 971 **2. That the Church Council adopt a resolution directing the Committee on Appeals to**
972 **develop resources to help synods both (a) identify candidates to serve on**
973 **Consultation Committees with the appropriate spiritual gifts and demonstrated**
974 **competencies in working with varied ethnic backgrounds and (b) train them in**
975 **conflict resolution.**

976 *Status: This recommendation is being transmitted to the ELCA Church Council meeting April 3-*
977 *6, 2025, and to the 2025 Churchwide Assembly.*

978 ***Rationale:***

979 In other actions, the CRLC has recommended changes to improve synod bishops' access to
980 professional investigatory services under supervision of the ELCA's general counsel through
981 cost sharing between the synod and the churchwide organization. The CRLC has also brought
982 forward recommendations concerning standardized training for congregation council members.
983 Other questions persist about accountability and how it is achieved in our church's governance
984 system. There is the recurring challenge of achieving clear, consistent authority across church
985 expressions while upholding accountability. Noting the timeless tension between autonomy and
986 accountability, the CRLC sees that current accountability structures must be reviewed to
987 consider their practicality, speed, and equitable application." (*Observation 1.7*)

988 A fundamental issue related to accountability systems in the Church, as well as the rest of
989 society, is that people want others to be accountable more than they want to be held accountable
990 themselves. Systems of accountability normally require parties to cede a portion of their
991 authority to a system that may determine that some action they took crossed a boundary, norm,
992 or rule and that there needs to be a "consequence" to that. Such consequences, broadly speaking,
993 could include an apology, a repentance, or a change in behavior, not just some form of
994 punishment. When an existing system is told that a new system of accountability should be
995 considered for the good of the whole, the existing system often resists.

996 Accountability systems in our church primarily are governed by Chapter 20 of the *Constitution,*
997 *Bylaws, and Continuing Resolutions* and related documents, including Definitions and
998 Guidelines for Discipline and the Rules Governing Disciplinary Proceedings. These documents
999 spell out a formal disciplinary process that has robust due process rights for the accused and can
1000 culminate in serious sanctions against the accused. That full disciplinary process is used in an
1001 exceptionally small number of cases. Prior to the disciplinary process, these matters must be

1002 referred to Consultation. The Consultation system does not have the ability to take formal action
1003 against a person in our church, and it “endeavors to resolve the controversy through
1004 recommendations that are pastoral and therapeutic and which, if accepted by the parties and
1005 others concerned would eliminate the necessity for [disciplinary] proceedings” [Rule D12 of the
1006 *Rules Governing Disciplinary Proceedings*]. This Consultation process is intended to help
1007 achieve one of the Grounding Values articulated in *Definitions and Guidelines*, namely “the
1008 understanding that, following misconduct, the desired outcome is restoration of right
1009 relationships with God and with one another. This church embraces disciplinary processes which
1010 may include elements of counseling, admonition, and correction with the objective of healing
1011 and reconciliation.”

1012 **A. Causes for Concern:** Drawing from the listening sessions and the experiences of members
1013 of the CRLC, the CRLC identified that current accountability structures do not promptly
1014 resolve the various types of misconduct or harm to relationships that can come from
1015 interactions of members, rostered leaders, congregations, synods, bishops, and the
1016 churchwide organization. The CRLC identified the following issues with current systems:

1017 **1. Formal processes for accountability outlined in the constitutions of the ELCA are**
1018 **cumbersome.**

1019 First, formal processes for accountability (consultation or discipline) can only be initiated
1020 by a limited group of people. That is, there is no mechanism for an individual who feels
1021 he or she has been wronged by a part of our church (i.e., by a bishop, a rostered leader, or
1022 a congregation) to initiate a process that could lead to a third party helping to hold that
1023 person or congregation accountable.

1024 Further, current disciplinary processes appropriately focus on due process and protecting
1025 the rights of the accused, but this causes the processes to require a substantial investment
1026 of time, energy, and financial resources. These formal disciplinary processes seem more
1027 appropriate to actions that border on criminal activity (e.g., certain types of sexual or
1028 financial misconduct) and less appropriate for other forms of relational violations (e.g.,
1029 lying or misleading others, apparently discriminatory words or actions, actions contrary
1030 to this church’s teachings). Thus, there is a gap in response for concerns raised that do not
1031 rise to the level of disciplinable offenses.

1032 Consultation panels, while carrying fewer procedural formalities, are still a significant
1033 investment of time and energy by the bishop and others involved in the process.

1034 **2. Current processes are too binary.**

1035 There is a clear process for matters of discipline but no process or guidance for dealing
1036 with matters that may not rise to the level of discipline, yet still require accountability.
1037 (For example, requiring rostered ministers to complete boundaries training or requiring
1038 congregations or synods to file certain reports. These are expectations with no process for
1039 holding those who do not meet them accountable and limited to no consequences for
1040 failure to meet these expectations.) Formal disciplinary processes that could lead to
1041 significant consequences for rostered ministers should have significant protections built
1042 in, but a streamlined process oriented toward reconciliation and restoration could serve
1043 well for various forms of relational violations.

1044 **3. Relationships can be confused.**

1045 Often the one leading a process of accountability is also one who has authority or
1046 influence over the person in another sphere. (For example, a synod bishop may need to
1047 hold a rostered minister accountable but is also charged with that rostered minister's
1048 pastoral care. While there are workarounds to specific situations [e.g., the bishop can
1049 appoint an alternate person for pastoral care] the problem itself goes beyond those
1050 specific remedies.) Further, the synod bishop, or in the case of member discipline the
1051 synod vice president, often acts as both the "prosecutor" in disciplinary matters while
1052 also having a significant role in convening the adjudicatory body that will hear the case.

1053 **B. Possible Ways Forward:** The identification of the above issues has led to the following
1054 considerations regarding possible ways forward:

1055 **1. The role of an ombudsperson.**

1056 How might a neutral third party be able to participate in systems of accountability that are
1057 not disciplinary? How would the neutrality of this person be assured? The CRLC
1058 recognizes both the merits of this possibility and the need for strongly articulated
1059 expectations and understanding of the role's independence and bounds of
1060 influence/authority. A role like this might function either (a) similarly to the first level of
1061 complaints to the local Bar Association about attorney misconduct, with an "intake"
1062 process to determine which complaints appear to have sufficient merit to warrant further
1063 investigation; or (b) a person who can hear the concern and serve as an advocate to help
1064 guide the person making the complaint on options and appropriate next steps to take to
1065 navigate ELCA systems to bring a resolution to the concern.

1066 The CRLC is aware of work that is ongoing concerning the creation of the position of a
1067 racial justice ombudsperson as supported by the Task Force on the ELCA Discipline
1068 Process for Rostered Ministers of Color. Such a position is still under consideration by
1069 the churchwide organization's Administrative Team in consultation with the Conference
1070 of Bishops. The considerations of the CRLC in this section are similar to, but broader
1071 than, the ombudsperson position considered in that proposal. The ombudsperson
1072 contemplated here could and should be a resource for concerns of the kind articulated in
1073 the racial justice ombudsperson proposal, which is why it is important that this position
1074 be responsive to the needs of historically underrepresented groups. However, the
1075 ombudsperson contemplated by the CRLC could also be a resource for individuals
1076 harmed by a broader range of misconduct. Further, the CRLC believes it is important that
1077 this role have some measure of independence from the churchwide organization, which is
1078 why we believe collaboration with full-communion partners is appropriate.

1079 **2. An independent adjudicatory body.**

1080 Could there be some kind of neutral adjudicatory body or deployed network of
1081 individuals with conflict-resolution skills who could be called upon to assist with disputes
1082 early on? Often, by the time a matter has reached a formal Consultation panel, the rifts
1083 are deep enough that reconciliation is not possible and the logical next step is, for
1084 example, resignation of the affected rostered leader. Perhaps having a resource of

1085 individuals trained in conflict resolution accessible earlier in the process could lead to
1086 reconciliation before the situation is too far gone.

1087 If other full-communion partners were willing to participate, such dispute resolution
1088 specialists could be drawn from several denominations, giving them more credibility as a
1089 neutral party seeking mutually agreeable resolution. If this kind of structure were
1090 adopted, perhaps it makes more sense for the ombudsperson to function as in option (a)
1091 above, serving as the filter to help determine which concerns are significant enough to
1092 warrant access to the dispute resolution body. We believe there could be enough appetite
1093 for and benefit to a system that collaborates across denominations that it is appropriate
1094 for the Church Council to direct the churchwide organization to explore such
1095 possibilities.

1096 **3. Preventive Training.**

1097 In what ways can the denomination provide standardized trainings for congregation,
1098 synod, and Church Council leaders? The CRLC recommends training to make
1099 Consultation Committees more properly selected for the gifts needed for the role and
1100 more trained and effective in dispute resolution.

1101 **4. Change in Terms.**

1102 When is it appropriate to use the language of discipline and when might “softer”
1103 language concerning accountability and reconciliation be more beneficial? Speaking and
1104 thinking more in terms of “conflict resolution” may be beneficial to shift the mindset of
1105 this church toward the values of reconciliation and restoration on which our systems are
1106 based.

1107

1108 **Recommendation 3: Task Force on Interdependence and Purpose**

1109 *(Related to Observations 3, 3.1, 3.1.1., 5, 6,8.1)*

1110 **The Commission for a Renewed Lutheran Church (CRLC) recommends that:**

1111 **The Church Council of the Evangelical Lutheran Church in America (ELCA) establish the**
1112 **Task Force on Interdependence and Purpose to operate with the scope of work outlined**
1113 **below.**

1114 *Status: This recommendation is being transmitted to the ELCA Church Council meeting April 3-*
1115 *6, 2025, and to the 2025 Churchwide Assembly.*

1116

1117 **Rationale:**

1118 In 2022, the Commission for a Renewed Lutheran Church (CRLC) was tasked with reevaluating
1119 the purpose statements of the three expressions of our church—congregations, synods, and the
1120 churchwide organization—with a focus on our commitment to dismantling racism. The
1121 complexity of this task has revealed that additional expertise and time are necessary to
1122 thoroughly address these critical issues.

1123 **Scope of Work:**

1124 The primary charge of the TFIP will be to:

1125 **1. Clarify Purpose Statements.**

1126 • Assess the adequacy and clarity of the purpose statements in the ELCA Constitution,
1127 the *Constitution for Synods*, and the *Model Constitution for Congregations*, building
1128 on the foundational work of the CRLC.

1129 • Address the role and function of synods in relation to congregations and the
1130 churchwide organization, clarifying governance structures to ensure they support this
1131 church’s mission.

1132 **2. Analyze Structural Interdependence:**

1133 • Assess how current governance structures support or hinder the fulfillment of this
1134 church’s mission.

1135 • Explore opportunities to improve engagement, transparency, and effectiveness in
1136 governance.

1137 **3. Promote Justice and Equity:**

1138 • Investigate how governance structures might perpetuate systemic inequalities and
1139 recommend changes to promote inclusion and equity.

1140 • Define and codify the core values of this church in its governance documents to
1141 ensure they are upheld across all expressions of this church.

1142 **Deliverables:**

1143 In the course of its work, the task force will present a report to the Church Council with its
1144 findings, including but not limited to:

- 1145 • Recommendations, if appropriate, for constitutional revisions related to purpose
1146 statements.
- 1147 • A comprehensive analysis of the current governance structures, highlighting
1148 strengths, weaknesses, and opportunities for improvement.
- 1149 • A framework of guiding principles for governance that aligns with this church's
1150 mission and values.
- 1151 • Recommendations based on their findings, related to structural adjustments, or
1152 alternative governance structures.
- 1153 • A framework for a strategic implementation plan related to any proposed changes,
1154 possibly across multiple Churchwide Assembly cycles.

1155 **Membership and Composition:**

1156 The TFIP should consist of no more than twelve members, including at least five from the CRLC
1157 to maintain continuity. The task force should also incorporate new members, especially from
1158 historically underrepresented groups within the ELCA, to bring diverse perspectives to the table.
1159 Additionally, membership should include representation from related institutions and other
1160 ministries and individuals with expertise in church governance, history, and constitutional law.

1161 **Resources:**

1162 The TFIP will have access to all research, work product and findings of the CRLC. Specifically,
1163 we call the task force's attention to *Appendix Three: Ongoing Work to Understand Synod*
1164 *Purpose and Structure* for consideration when undertaking its work.
1165

1166 **Recommendation 4: Financial Coordinating Task Force (FCTC)**

1167 *(Related to Observations 1.3, 1.4)*

1168 **The Commission for a Renewed Lutheran Church (CRLC) recommends that the ELCA**
1169 **Church Council take action, or recommend that the 2025 Churchwide Assembly take**
1170 **action, to create a Financial Coordinating Task Force (FCTF) as described below.**

1171 *Status: This recommendation is being transmitted to the ELCA Church Council meeting April 3-*
1172 *6, 2025.*

1173 ***Rationale:***

1174 In an effort to most effectively and efficiently access, utilize, and manage financial resources
1175 across all entities within the Evangelical Lutheran Church in America (ELCA), a holistic
1176 perspective is needed. The current financial management and funding models for the ELCA
1177 denomination are disparate at best and have not evolved with societal shifts in financial
1178 management and funding. The current system is built in silos at different organizational levels
1179 and lacks coherence. There are four areas of focus that need to be addressed: revenues,
1180 expenditures, asset management, and overall financial management.

1181 The flow of revenues involves any method of accessing funds to support both ongoing mission
1182 needs as well as one-time fundraising activities. These needs occur within every single ELCA
1183 entity, from the local congregation, through the synod, to the churchwide organization, and in the
1184 related institutions, organizations, and ministries (RIOMs). Much of the denominational funding
1185 still occurs through the collection plate. Stewardship materials and fundraising tools and
1186 techniques should continue to be provided, and a repository of best practices made available to
1187 support such revenues. However, methods of donation and donor reasoning have significantly
1188 evolved since the creation of the ELCA. The trend over the last few decades has been towards
1189 donors desiring more visibility of, if not control of, the use of donations. There are certainly
1190 stewardship resources available, but how well is this coordinated? There is some lament that the
1191 ELCA has an older demographic profile, but the silver lining is there are per capita more funds
1192 potentially available for donation. For the synods and churchwide organization, significant
1193 amounts of their revenues emanate from the congregations. The model for how these funds flow
1194 is outdated. A holistic view of all potential revenues should be taken to both maximize revenues
1195 and stabilize funding streams for predictability and sustainability.

1196 Expenditures across all entities within the ELCA should always be tied to the purpose of the
1197 entity as budgeted within the context of a strategic plan. It is a core function of every governing
1198 body to ensure the development and implementation of a strategic plan. This plan is needed to
1199 ensure expenditures are allocated according to the organization's priorities. The tie between
1200 expenditures and strategic plans needs to be visible and shared. For example, the priority may be
1201 to address underfunded pastoral leadership, which especially affects non-white, non-male
1202 rostered ministers. Pastoral compensation is likely the major expenditure for most congregations.
1203 Just as with revenues, there need to be modern resources and best practices information made
1204 available to all entities related to expenditures. In addition, due to the multi-entity nature of the
1205 ELCA, priorities are wide-ranging and sometimes competing between entities. There needs to be

1206 a forum where discussion can occur to surface such issues and allow the various entities to better
1207 understand the actions of others and to identify potential areas of synergy.

1208 Asset management across congregations, synods, other entities, separately incorporated
1209 ministries (SIMs), and the churchwide organization are not well coordinated. At the local level
1210 there are many asset pools that could benefit from being included in a larger asset pool.
1211 Decreased expenses, better risk management, and access to professional investment services are
1212 some of the benefits. At the national level, there are silos of assets managed by disparate entities
1213 and governed by typically non-communicating boards. The same types of benefits that exist at
1214 the local level can also be found at the national level with better coordination.

1215 Financial management within the ELCA takes many forms. For members, the ELCA Federal
1216 Credit Union may be a vehicle of financial management. For most smaller congregations,
1217 financial management is an ongoing challenge. It is incumbent on the ELCA to provide financial
1218 management tools and best practices that offer support to such entities. The landscape of options
1219 has dramatically increased in the past two decades. For example, the ELCA could identify or
1220 even offer an outsourced financial management service for such entities. In the synod and
1221 churchwide organization expressions, financial management is fractured. Opportunities should
1222 be examined for how the sharing or pooling of systems and expertise or even commonality of
1223 charts of accounts might occur. Another aspect of financial management is financial reporting. It
1224 would also be valuable to see a summary level of financial reporting at the denominational level.
1225 It is always important to offer transparency into the finances of every entity. The need for
1226 financial audits exists for every entity. Again, sharing experiences and audit practices would be
1227 valuable.

1228 To meet these coordination needs and opportunities, an ELCA Financial Coordinating Task
1229 Force (FCTF) should be created under the auspices of the Churchwide Assembly. Membership
1230 of the FCTF should reflect the variety of entities in the ELCA. Therefore, each of the following
1231 entities would appoint one member: Portico Benefit Services, the Mission Investment Fund, and
1232 the ELCA Foundation. The ELCA treasurer would be an *ex officio* member. In addition, the
1233 ELCA Church Council would appoint one of its own members and two members of the ELCA
1234 who are financial experts or investment professionals. The Conference of Bishops would appoint
1235 a synod treasurer, the ELCA Larger Church Conference would appoint one member, and a small
1236 congregation treasurer would be appointed. Notwithstanding any other provision of the *ELCA*
1237 *Constitution, Bylaws, and Continuing Resolutions*, financial expertise shall be the determining
1238 factor in all of these appointments. Financially-related separately incorporated ministries of the
1239 ELCA and the Office of the Treasurer shall provide staff support and funding for the FCTF.

1240 The purpose of the FCTF is to provide a forum for all entities within the ELCA to communicate
1241 and share best practices, resources, and tools related to financial management. In addition, the
1242 FCTF should develop a comprehensive financial strategic plan for the denomination. This plan
1243 would acknowledge the wide range of entities that form the ELCA and their roles in financial
1244 management. The plan should provide recommendations that clarify and improve revenue
1245 streams, target expenditures, coordinate asset management and in general, improve financial
1246 management across the ELCA.

1247 Specifically, the FCTF shall develop the denominational plan by October 2026. In addition, the
1248 FCTF shall provide a recommendation by March 2027 of how to coordinate the governance
1249 and/or operations of the financially-related separately incorporated ministries and any other

1250 financially-related national level entity in an effort to reduce costs, share administration, and
1251 increase their value to the members and entities of the ELCA, while still ensuring appropriate
1252 liability protections. The FCTF shall report its activities to the ELCA Church Council and
1253 provide a report with findings and recommendations to the 2028 Churchwide Assembly.

1254 No changes are recommended to the *ELCA Constitution, Bylaws, and Continuing Resolutions* at
1255 this time.

1256

1257 **Recommendation 5: Creation of a Task Force to Develop a Comprehensive**
1258 **Congregational Management and Governance Toolkit and Orientation Program**

1259 *(Related to Observations 1.6, 1.7, 1.11, 5, 6)*

1260 **The Commission for a Renewed Lutheran Church (CRLC) recommends that:**

1261 **The Churchwide Assembly direct the Church Council of the ELCA to establish a task force**
1262 **dedicated to developing a comprehensive congregational management and governance**
1263 **toolkit. This toolkit will integrate and enhance existing resources while tailoring additional**
1264 **tools to meet the diverse needs of all ELCA congregations. Additionally, the task force will**
1265 **design an orientation program framework for new congregation council members that**
1266 **synods can voluntarily implement to ensure these leaders are well-prepared for their roles.**

1267 *Status: This recommendation is being transmitted to the 2025 Churchwide Assembly.*

1268

1269 ***Rationale:***

1270 In the ELCA, our congregations face varied challenges and opportunities necessitating a unified
1271 yet adaptable resource for effective management and governance. Recognizing that there are
1272 some existing resources that align with the goal of this proposal, this toolkit and orientation
1273 program should standardize and consolidate those resources, identify existing best practices and
1274 result in the development of new resources while accommodating the unique contexts of our
1275 congregations, ranging from small, rural parishes to large, urban communities.

1276 **Task Force Composition:**

1277 The task force will consist of representatives from:

- 1278 • Small congregations
- 1279 • Large congregations
- 1280 • Synods
- 1281 • Churchwide organization
- 1282 • Conference of Bishops
- 1283 • Synod vice presidents

1284 This diverse group will ensure that the toolkit and orientation program incorporate a broad range
1285 of perspectives and meet the varied needs of our congregations. This group should be comprised
1286 in alignment with the stated representational goals of this church.

1287 **Objectives:**

1288 **1. Develop a Comprehensive Congregational Management and Governance Toolkit**
1289 **that includes:**

- 1290 • Guidelines on congregation council roles and responsibilities.
- 1291 • Financial management and reporting best practices.
- 1292 • Strategic planning and mission alignment resources.

- 1293 • Conflict resolution and community engagement tools.
- 1294 • Compliance guidelines for legal and ethical standards.
- 1295 • Property management and utilization guidelines.
- 1296 • Customizable templates and checklists for church operations.
- 1297 • Integration of Diversity, Equity, Inclusion, and Accessibility (DEIA) initiatives to
- 1298 ensure they permeate all aspects of congregation life.

1299 The task force should make an effort to review existing resources and incorporate current or
1300 revised versions of those resources in this toolkit.

1301 **2. Create an Orientation Program Framework for New Congregation Council**

1302 **Members that:**

- 1303 • Provides an overview of ELCA structures and governance.
- 1304 • Offers training on the legal and fiduciary duties of council members.
- 1305 • Includes leadership and spiritual development modules.
- 1306 • Teaches skills for effective communication and conflict resolution.
- 1307 • Uses case studies for practical learning and application.
- 1308 • Educates congregational leaders about existing resources for continuous support and
- 1309 development.
- 1310 • Provides guidance to participants on local congregation lay leadership succession
- 1311 planning for congregation council and other leadership roles, with an aspiration
- 1312 toward our representational goals as a denomination.
- 1313 • Promotes collaboration across ELCA churchwide expressions to foster a unified
- 1314 approach to church management.

1315 The framework is designed by the task force, with the adaptation and execution owned by each
1316 synod, allowing for tailoring to meet local needs and contexts.

1317 **Implementation Timeline:**

- 1318 • **Quarter 1:** Formation of the task force and initial scope and objective meetings
- 1319 • **Quarter 2-4:** Research existing resources and development phase for the toolkit and
- 1320 orientation program
- 1321 • **Quarter 4-6:** Pilot testing in selected synods
- 1322 • **Quarter 7-8:** Evaluation and revisions based on feedback
- 1323 • **Quarter 9:** Official rollout and distribution to all synods

1324 **Budget:**

1325 A comprehensive budget will be allocated for task force meetings, resource development, pilot
1326 testing, and dissemination of the toolkit and orientation program.

1327 **Conclusion:**

1328 This initiative aims to significantly enhance governance effectiveness across our denomination.

1329 By equipping new council members with essential tools and knowledge, and ensuring DEIA

1330 principles are embedded in all church activities, we can strengthen congregational leadership and

1331 foster healthier, more inclusive church communities.

1332

1333 Recommendation 6: Strengthening the Framework for Ministers of Word and
1334 Service

1335 *(Related to Observations 1.2, 1.3, 5)*

1336 **The Commission for a Renewed Lutheran Church (CRLC) recommends that the**
1337 **Churchwide Assembly direct the Church Council of the ELCA, in consultation with the**
1338 **Conference of Bishops, to complete the following:**

1339 **1. Establish Standards and Processes for Congregation Calls for Deacons, with Annual**
1340 **Reporting and Oversight:** Establish a policy to require synods to report regularly to the
1341 churchwide organization on their call processes for deacons. Creating a “repository” for
1342 this information would hopefully encourage consistency and help identify best practices.

1343 **2. Define Baseline Compensation Guidelines**

1344 • ***Minimum Compensation and Benefits:*** Establish a policy to require synods to set
1345 compensation guidelines for deacons serving congregations. Deacons serving in non-
1346 congregational roles are varied and compensation guidelines are not easy to discern,
1347 but guidelines for deacons serving congregations should be easier to develop. These
1348 guidelines may be different from the guidelines for ministers of Word and Sacrament;
1349 however, careful attention should be given in their development, especially where the
1350 roster of deacons is primarily made up of people from marginalized groups.

1351 • ***Housing Allowance Equivalence:*** Church Council should direct the Office of the
1352 Secretary, or the appropriate churchwide unit, to undertake a review of tax law
1353 changes and determine whether changes to the description of the ministry of deacons
1354 are appropriate to enable them to take advantage of housing allowances allowed by
1355 the tax code. Churchwide organization legal staff should develop a “frequently asked
1356 questions” resource to explain the ELCA’s current legal understanding of this issue.

1357 **3. Clarify Role and Sacramental Authority**

1358 • ***Uniform Guidelines for Bishops and Synods:*** Ask the Conference of Bishops to
1359 convene a table to develop guidelines to be followed across this church when
1360 interpreting deacons’ roles in worship leadership, including the ability of deacons to
1361 administer sacraments. Such guidelines would reduce interpretive disparities.

1362 **4. Implementation Through Education and Training**

1363 • ***Education for Congregation and Synod Leaders:*** The Church Council should direct
1364 the appropriate churchwide unit or office to develop educational materials and
1365 resources for bishops, synod staff, and congregations about the theology and practice
1366 of Word and Service ministry.

1367 • ***Transparency and Communication:*** Encourage congregations and synods to educate
1368 congregations and their members about the role of deacons, emphasizing their
1369 contributions to this church’s mission and ministry.

1370 *Status: This recommendation is being transmitted to the ELCA Church Council meeting April 3-*
1371 *6, 2025, and to the 2025 Churchwide Assembly.*

1372 **Rationale:**

1373 **Introduction:** The Commission for a New Lutheran Church did not resolve all the issues
1374 surrounding the role of deacons in the new denomination. In recent years, the ELCA has taken
1375 significant steps to unify and clarify the roles of its rostered leaders. In 2016, a major structural
1376 transition consolidated several lay rosters into a single roster of ministers of Word and Service,
1377 commonly known as deacons. While this move was intended to streamline leadership structures
1378 and provide a clearer understanding of ministry roles, practical challenges remain. Deacons often
1379 experience inconsistencies in how they are called, compensated, and empowered for ministry.
1380 These discrepancies can arise from synodical autonomy, varying local interpretations, and the
1381 relative newness of the unified roster. The CRLC sees three key issues facing deacons—uneven
1382 treatment across synods, compensation inequities, and ambiguity regarding sacramental
1383 authority—and proposes possible ways to address them.

1384 **Background:** The ELCA’s governance structure is threefold: churchwide organization, synods,
1385 and congregations. The ELCA Constitution, alongside bylaws and continuing resolutions,
1386 establishes broad frameworks for rostered ministries. Synods, however, maintain significant
1387 latitude in implementing these frameworks, leading to variation in practice. The role of deacons,
1388 as detailed in the ELCA Constitution (notably in Chapter 7 and its related bylaws), is to equip the
1389 baptized for ministry in daily life, serve this church’s mission in the world, and support
1390 congregations through teaching, advocacy, and service. Yet, the practical realization of this
1391 vision differs widely from one place to another, depending in large measure upon the theological
1392 understanding and interpretation of a synod bishop.

1393 **Key Issues:**

- 1394 **1. Inconsistent Treatment Across Synods:** Deacons encounter varying levels of
1395 recognition, authority, and support, depending on the synod in which they serve. Call
1396 processes lack uniformity, with some synods offering well-structured and transparent
1397 procedures while others rely on *ad hoc* practices. While this may also be true of call
1398 processes of ministers of Word and Sacrament, the impact on deacons (who are a
1399 minority in number and whose role is more widely misunderstood by congregations) is
1400 significant. As a result, deacons in certain synods may struggle to find opportunities for
1401 service or encounter a lack of clarity about their roles and responsibilities.
- 1402 **2. Compensation and Benefits Inequities:** While ministers of Word and Sacrament often
1403 benefit from long-standing compensation guidelines and more standardized financial
1404 packages, deacons serving congregations frequently operate within less-established
1405 frameworks. This can lead to significant disparities in salary, housing allowances, and
1406 benefits. In some settings, deacons are undervalued financially despite their theological
1407 training and leadership responsibilities. Although some synods produce compensation
1408 guidelines for deacons, the absence of those guidelines for deacons serving in
1409 congregations results in a patchwork of standards.
- 1410 **3. Ambiguity in Sacramental Authority and Role Definition:** The constitution delineates
1411 the distinct ministries of Word and Service and Word and Sacrament, but the parameters

1412 for when and how deacons may administer sacraments are unclear in practice.
1413 Determining whether deacons may administer Holy Communion or Baptism in special
1414 circumstances often falls to the discretion of individual bishops. The inconsistency in the
1415 ability of deacons across the church to administer sacraments is said to be a theological
1416 issue on which bishops hold differing views. The resulting inconsistent interpretations
1417 can cause confusion and hinder the full integration of deacons' gifts into the life of this
1418 church. One practical outcome can be that some deacons find they are granted authority
1419 by a synod bishop to administer sacraments; but upon a change in bishop, find that they
1420 no longer can.

1421 While there are many issues on which the church is not of one mind, this difference in
1422 views harms both the persons God has called to serve, as well as those who would
1423 otherwise benefit from their service. It should be noted that bishops and pastors varied in
1424 the use of the means of grace during COVID, and in current times—a theological view
1425 that the church has actually spoken about but apparently allows for varied
1426 implementation and does not enforce.

1427 The mandate to the CRLC included reconsidering purpose and the organizational structures of
1428 the denomination and ensuring attention to commitments such as dismantling racism. One
1429 purpose of this church is to raise up leaders and deacons as part of that leadership structure. This
1430 recommendation aligns with the mandate by aiming to standardize and improve structures
1431 surrounding the roles of deacons, who often include individuals from, and those who serve,
1432 marginalized groups. By addressing the practical challenges deacons face—such as inconsistent
1433 call processes, varied compensation, and ambiguous roles—the ELCA can better live out its
1434 commitment to justice and equity. Moreover, these changes will strengthen this church's mission
1435 by ensuring that all rostered ministers, regardless of their role, are supported and valued,
1436 enhancing this church's ability to serve its diverse communities effectively.

1437 The ELCA's move to consolidate "lay rosters" into a single roster of ministers of Word and
1438 Service was a significant step toward recognizing the diversity and breadth of leadership in the
1439 church. Yet, the current constitutional framework does not fully ensure consistent treatment,
1440 adequate compensation, or a clear role definition for deacons. By taking additional steps outlined
1441 here, including establishing explicit guidelines for sacramental authority, the ELCA can
1442 strengthen its governance structures. Such clarifications will empower deacons to serve more
1443 effectively, foster greater equity and clarity, and affirm this church's commitment to nurturing all
1444 forms of ministry for the sake of the gospel.

1445

1446 Recommendation 7: Diversity, Equity, Inclusion, and Accessibility Related
1447 Changes to Governing Documents and Recognition of Historically
1448 Underrepresented Groups

1449 *(Related to Observations 2.1, 2.2, 2.3, 5)*

1450 **The Commission for a Renewed Lutheran Church recommended to the November 2024**
1451 **Church Council meeting:**

1452 Adopt new continuing resolutions 5.01.G24., 5.01.H24., 5.01.I24., and 5.01.J24., adopt new
1453 required synod bylaw †S6.04.02., and modify bylaw 12.41.11. as follows:

1454 **5.01.H24.** *This church is dedicated to fostering a diverse, equitable, inclusive, and*
1455 *accessible environment that honors the diversity of God’s creation so that*
1456 *as many people as possible have the opportunity to participate fully in the*
1457 *life and work of this church. None of the definitions in Chapter 5 shall be*
1458 *construed as limiting this church’s commitment to inclusive participation*
1459 *in its life and work. For all purposes in this church’s governing*
1460 *documents, the terms diversity, equity, inclusion, and accessibility shall*
1461 *have the following meaning:*

- 1462 a. **Diversity** *is a reality rooted in the variety found in the body of Christ:*
1463 *the wide range of communities and identities related to race, ethnicity,*
1464 *sex, gender, sexuality, age, background, ability, socio-economic status,*
1465 *culture, and perspective.*
- 1466 b. **Equity** *means fair treatment of people according to their needs. The*
1467 *principle of equity takes into account that due to poverty, sexism,*
1468 *racism, and other factors individuals or groups may require different*
1469 *resources and support to ensure that they have the same rights and*
1470 *abilities to make choices as others do.*
- 1471 c. **Inclusion** *means the proactive and meaningful engagement of diverse*
1472 *individuals in all aspects of church life, especially indecision-making*
1473 *processes and leadership roles, creating a church culture of welcome,*
1474 *respect, and value for unique perspectives and abilities.*
- 1475 d. **Accessibility** *means aspiring to develop and maintain this church’s*
1476 *physical infrastructure, information, communication technology,*
1477 *programs, and services to maximize participation in the life of this*
1478 *church.*

1479 **5.01.I24.** *This church commits to working to intentionally lift up voices from*
1480 *historically underrepresented groups in its assemblies, councils,*
1481 *committees, boards, and other organizational units. While specific*
1482 *identities are listed below, this church recognizes that humans have*
1483 *multiple aspects of their identities that are tied to systemic privilege and*
1484 *oppression that shape the lives of individuals and communities in distinct*
1485 *ways. For all purposes in this church’s governing documents, historically*
1486 *underrepresented groups shall be understood to include the following:*

- 1487 a. Persons of color and/or persons whose primary language is other than
1488 English;
1489 b. Persons of diverse gender identities and persons of diverse sexual
1490 orientations;
1491 c. Persons experiencing poverty or persons of lower income;
1492 d. Persons living with disabilities;
1493 e. Persons who are not natural-born United States citizens.

1494 **5.01.J24.** For all purposes in this church's governing documents, the terms above
1495 shall have the following meanings:

- 1496 a. **Persons of color and/or persons whose primary language is other**
1497 **than English** means African American, African Caribbean, African
1498 Descent, African National, Black, Arab and Middle Eastern, Asian,
1499 Native Hawaiian, Pacific Islander, South Asian, Latin(-o, -a, -é, -x),
1500 Hispanic, American Indian, Indigenous, and Alaska Native people, as
1501 well as multi- and bi-racial people.
1502 b. **Persons of diverse gender identities and persons of diverse sexual**
1503 **orientations** means individuals who identify beyond the sex and
1504 gender binary, individuals whose gender identity may be fluid, and
1505 individuals who identify as lesbian, gay, bisexual, transgender, queer,
1506 intersex, asexual, or other sex, gender, and sexual identities that are
1507 more complex than sex, gender, and
1508 c. **Persons experiencing poverty or persons of lower income** means
1509 individuals whose economic circumstances inhibit their ability to meet
1510 basic living needs according to their societal context and standards.
1511 d. **Persons living with disabilities** means individuals who have physical,
1512 mental, intellectual, or sensory impairments that may hinder their full
1513 participation in church life.
1514 e. **Persons who are not natural-born United States citizens** needs no
1515 additional clarifying definition.

1516 **5.01.K24.** It is the goal of this church that at least 10 percent of the voting members
1517 of the Churchwide Assembly, Church Council, and churchwide boards
1518 and committees be members of historically underrepresented groups in
1519 addition to the required 10 percent representation of persons of color
1520 and/or persons whose primary language is other than English in 5.01.e.
1521 The Church Council shall establish a plan for implementing this goal.

1522 **12.41.11.** In addition, each synod shall elect one additional voting member who is a
1523 youth or young adult at the time of the election ~~and~~, one additional voting
1524 member who is a person of color or a person whose primary language is
1525 other than English, and one additional voting member who is a member of
1526 a historically underrepresented group. The Church Council may allocate
1527 up to 10 additional voting members [...]

1528 †**S6.04.02.** It is the goal of this synod that at least 10 percent of the voting members of
1529 the Synod Assembly, Synod Council, committees, and organizational units
1530 of this synod be members of historically underrepresented groups, in

1531 addition to the 10% representation of persons of color in †S6.04. The
1532 Synod Council shall establish a plan for implementing this goal.

1533 *Status: Continuing resolutions 5.01.G24, 5.01.H24, 5.01.I24, and 5.01.J24 (as amended) were*
1534 *adopted by the Church Council and are now part of the ELCA's governing documents. The*
1535 *proposed amendments to bylaw 12.41.11 and to required synod bylaw †S6.04.02 have been*
1536 *recommended by the Church Council for adoption by the 2025 Churchwide Assembly, though the*
1537 *change to bylaw 12.41.11 has been included along with other recommended changes to that*
1538 *bylaw from the Office of the Secretary.*

1539 ***Rationale:***

1540 This set of changes is designed to implement many of the recommendations of the Diversity,
1541 Equity, Inclusion, and Accessibility audit of our church's governing documents that was
1542 completed as a result of a memorial that came before the 2022 Churchwide Assembly. The audit
1543 recommended various changes to the governing documents, and members of the CRLC worked
1544 in conjunction with members of the Church Council's Legal and Constitutional Review
1545 Committee, which oversaw the work of the audit, to approve language to be recommended to the
1546 Church Council and the Churchwide Assembly to implement the concepts of some of the audit's
1547 recommendations, while using language more consistent with the ELCA's theology and social
1548 teachings.

1549 The proposed changes to the governing documents have the effect of including definitions of
1550 diversity, equity, inclusion, and accessibility in the governing documents that can be used
1551 throughout the work of this church. In addition, they introduce the concept of "historically
1552 underrepresented groups," which are identified in 5.01.I24. and defined in 5.01.J24. The
1553 definition of "persons of color and/or persons whose primary language is other than English" is
1554 largely the definition that previously existed as 5.01.C21., with some updates.

1555 The definition of historically underrepresented groups is used in 5.01.K24. and †S6.04.02. to
1556 state a goal, but not a requirement, that in addition to the requirement that 10% of the
1557 composition of assemblies, Church Council, synod councils, and boards and committees be
1558 persons of color and/or persons whose primary language is other than English, there is a goal that
1559 another 10% of such bodies will be from historically underrepresented groups. This language is
1560 modeled on the 10% goal for youth and young adult members. Further, the proposed change to
1561 12.41.11. allows each synod that otherwise complies with the representational principles of
1562 12.41.11. to bring one additional voting member from a historically underrepresented group to
1563 the Churchwide Assembly, in addition to the already permitted additional voting members who
1564 are persons of color and/or persons whose primary language is other than English and youth and
1565 young adults.

1566

1567 Recommendation 8: Clarifying Language Concerning this Church's
1568 Relationship with Other Organizations

1569 *(Related to Observation 1.10)*

1570 **The Commission for a Renewed Lutheran Church recommended to the November 2024**
1571 **Church Council meeting:**

1572 Amend constitutional provisions 8.20. and 8.23. and bylaw 8.23.01. as follows:

1573 **8.20. RELATIONSHIP WITH INSTITUTIONS, ORGANIZATIONS, AND**
1574 **AGENCIESMINISTRIES**

1575 **8.23. Institutions, Organizations, and AgenciesMinistries. This church shall**
1576 **seek to meet human needs through encouragement of its people to**
1577 **individual and corporate action, and through establishing, developing,**
1578 **recognizing, and supporting institutions, organizations, and**
1579 **agenciesministries that minister to people in their spiritual and**
1580 **temporal needs.**

1581 **8.23.01. ~~Social ministry~~Related institutions, organizations, and ministries may**
1582 **affiliate with this church through criteria and policies developed by the**
1583 **appropriate churchwide unit ~~and through membership in Lutheran~~**
1584 **~~Services in America.~~**

1585 *Status: This recommendation has been recommended by the Church Council for adoption by the*
1586 *2025 Churchwide Assembly.*

1587 ***Rationale:***

1588 The changes to this provision are designed to emphasize the importance of the many and varied
1589 entities that work alongside this church in meeting human need, as well as to broaden the
1590 understanding of the many ways in which this work may be carried out. Only the revisions to
1591 provisions 8.20. and 8.23. originally came from the Commission for a Renewed Lutheran
1592 Church, and the recommended changes to bylaw 8.23.01. were added by the Office of the
1593 Secretary as the natural consequence to the proposed changes in 8.23.
1594

1595

1596 Recommendation 9: Empower Lay Leadership: Association of Synod Vice
1597 Presidents

1598 *(Related to Observation 1.11)*

1599 **The Commission for a Renewed Lutheran Church recommends to the Church Council:**

1600 Adopt the following continuing resolution:

- 1601 **10.31.B25. Association of Synod Vice Presidents** *The Association of Synod Vice Presidents*
1602 *shall be composed of the vice presidents of the synods. The churchwide vice*
1603 *president shall be a member of the association with voice but not vote. The*
1604 *Church Council may appoint a member to serve as a liaison to the association*
1605 *with voice but not vote. The Conference of Bishops may appoint a synod bishop*
1606 *as a liaison to the Association with voice but not vote.*
- 1607 a. *The association shall provide for orientation, continuing education,*
1608 *collaboration, and leadership development for synod vice presidents.*
 - 1609 b. *The association shall meet at least annually. In years in which churchwide*
1610 *assemblies are held, the association meeting may occur in conjunction with*
1611 *the assembly.*
 - 1612 c. *The association shall provide opportunities for worship, spiritual renewal,*
1613 *and leadership development for those elected to the office of vice president of*
1614 *a synod. To fulfill these responsibilities, the association shall:*
 - 1615 1. *Be a forum in which goals, objectives, and strategies may be developed*
1616 *and shared concerning lay leadership for the synods;*
 - 1617 2. *Offer programs for orientation and continuing education for vice*
1618 *presidents;*
 - 1619 3. *Assist the vice presidents in their role as synod council chairs by being a*
1620 *resource for training and guidance in the governance of this church;*
 - 1621 4. *Assist the vice presidents in their role as collaborative leaders with*
1622 *bishops in fostering the work of the synods; and*
 - 1623 5. *Provide advice and counsel when requested by the Church Council or*
1624 *other church leaders.*
 - 1625 d. *The association may establish committees as its members may determine to*
1626 *assist in fulfillment of the Association's responsibilities. The Association shall*
1627 *elect a chair and vice chair, each of whom shall serve a term of three years.*
 - 1628 e. *Staff services for meetings of the association shall be provided by the Office of*
1629 *the Secretary. The executive for synod relations shall coordinate and support*
1630 *the operation of the association.*

1631 *Status: An earlier version of this recommendation was presented to the Church Council at its*
1632 *November 2024 meeting. The Church Council declined to adopt it as presented, and members of*
1633 *the CRLC and the Church Council's Legal and Constitutional Review Committee worked*
1634 *through potential revisions to the proposal. This revised proposal has been recommended to the*
1635 *Church Council for action at its April 3-6, 2025, meeting.*

1636

1637 ***Rationale:***

1638 In an effort to recognize, lift up and further develop the highest elected lay leaders in this church,
1639 a proposal to create an Association of Synod Vice Presidents is offered. The Association would
1640 allow for a more intentionally organized orientation, education and training of these leaders. The
1641 Association would elect its own chair and vice-chair to lead its efforts. The Association would
1642 meet at least annually.

1643 There is no such formal gathering of the highest elected lay leaders in the church presently
1644 recognized in the governing documents. To the extent synod vice presidents gather (currently by
1645 Zoom meetings scheduled monthly), it is at their own initiative.

1646

1647 Recommendation 10: Cost-Sharing for Professional Investigations of
1648 Misconduct

1649 (Related to Observations 1.7, 6)

1650 **The Commission for a Renewed Lutheran Church recommended to the November 2024**
1651 **Church Council meeting:**

1652 Amend bylaw 20.22.04. and amend Rule D2 of the Rules Governing Disciplinary Proceedings as
1653 follows:

1654 **20.22.04.** When there are indications that a cause for discipline may exist, the
1655 bishop of the synod may request, and the general counsel of this church
1656 shall make available, resources for investigation into the facts surrounding
1657 the alleged misconduct that gives rise to the potential cause for discipline.
1658 Such resources may include, but are not limited to, contracting for
1659 investigatory expertise in matters of alleged sexual abuse, forensic
1660 accounting in matters of alleged fiscal misconduct, or other specialized
1661 professional services. The cost of such investigation shall generally be
1662 borne one-half by the churchwide organization and one-half by the synod
1663 of the bishop requesting such investigation. Procedural details relating to
1664 such investigations shall be set forth in the Rules Governing Disciplinary
1665 Proceedings. and bBefore charges are made, efforts shall be made by the
1666 bishop of the synod to resolve the situation by consultation; for assistance
1667 in these efforts, the bishop may utilize either a consultation panel or an
1668 advisory panel as herein provided:

1669 **Rule D2** In addition to, or in lieu of, a consultation panel or an advisory panel, a
1670 synod bishop may utilize the assistance of one of the synod bishop's
1671 assistants or other staff persons or any other individual appointed by the
1672 synod bishop for this purpose. In addition, a bishop may request
1673 investigatory assistance under 20.22.04., which may include, but is not
1674 limited to, contracting for investigatory expertise in matters of alleged
1675 sexual abuse, forensic accounting in matters of alleged fiscal misconduct,
1676 or other specialized professional services.
1677 a. Any contractors providing services in such investigations will work under the
1678 supervision of the general counsel.
1679 b. The result of such investigation shall be the preparation of a written report
1680 delivered to the general counsel and to the bishop requesting the
1681 investigation.

1682 *Status: The recommended change to 20.22.04 has been recommended by the Church Council for*
1683 *adoption by the 2025 Churchwide Assembly. If the recommended change to 20.22.04. is adopted,*
1684 *the Committee on Appeals will be asked to recommend a change to Rule D2 in accordance with*
1685 *this recommendation to present to the Church Council for approval.*

1686 ***Rationale:***

1687 These amendments provide for equal cost-sharing between the churchwide organization and the
1688 synods of professional expenses related to misconduct investigations.

1689

1690 Recommendation 11: Streamline Process to Amend the ELCA's Governing
1691 Documents

1692 *(Related to Observations 1.8, 1.9, 7.1)*

1693 **The Commission for a Renewed Lutheran Church recommended to the November 2024**
1694 **Church Council meeting:**

1695 Amend provision 22.11., concerning amendments to the ELCA Constitution, and 22.21.
1696 concerning amendments to the ELCA bylaws as follows:

1697 **22.11. This constitution may be amended only through either of the**
1698 **following procedures:**
1699 **a. The Church Council may propose an amendment, with an official**
1700 **notice to be sent to the synods at least six months prior to the next**
1701 **~~regular~~ meeting of the Churchwide Assembly. The adoption of**
1702 **such an amendment shall require a two-thirds vote of the**
1703 **members of the next ~~regular~~ meeting of the Churchwide Assembly**
1704 **present and voting.**
1705 **b. An amendment may be proposed by 25 or more members of the**
1706 **Churchwide Assembly. The proposed amendment shall be**
1707 **referred to the Committee of Reference and Counsel for its**
1708 **recommendation, following which it shall come before the**
1709 **assembly. If such an amendment is approved by a two-thirds vote**
1710 **of members present and voting, such an amendment shall become**
1711 **effective only if ~~adopted~~ ratified unchanged by a two-thirds vote of**
1712 **the members present and voting at the next ~~regular~~ Churchwide**
1713 **Assembly or a subsequent two-thirds vote of the members of the**
1714 **Church Council taken within 12 months of adoption by the**
1715 **Churchwide Assembly.**

1716 **22.21. Bylaws not in conflict with this constitution may be adopted or**
1717 **amended at any ~~regular~~ meeting of the Churchwide Assembly when**
1718 **presented in writing by the Church Council or by at least 15 members**
1719 **of the assembly. An amendment proposed by at least 15 members of**
1720 **the assembly shall immediately be submitted to the Committee of**
1721 **Reference and Counsel for its recommendation. An amendment may**
1722 **not be placed before the assembly for action sooner than the day**
1723 **following its presentation to the assembly unless it has been presented**
1724 **in writing by the Church Council and sent with an official notice to**
1725 **the synods at least six months prior to the next regular meeting of the**
1726 **Churchwide Assembly. A two-thirds vote of the members present and**
1727 **voting shall be necessary for adoption.**

1728 *Status: This recommendation has been recommended by the Church Council for adoption by the*
1729 *2025 Churchwide Assembly.*

1730 ***Rationale:***

1731 Currently, constitutional provisions and bylaws may only be changed by the Church Council
1732 providing notice of proposed changes at least six months before the Churchwide Assembly and
1733 adoption by the assembly or by action on the floor of the assembly that is ratified by the next
1734 regular Churchwide Assembly. The change to 22.11.a. would allow for the possibility of a
1735 special assembly amending the Constitution in a single step, following recommendation of
1736 amendments proposed by the Church Council.

1737 The changes to 22.11.b. would allow amendments introduced on the floor of the Churchwide
1738 Assembly to be ratified unchanged by a 2/3 vote of the Church Council within 12 months of the
1739 assembly, instead of waiting three years for the next Churchwide Assembly.

1740 The change to 22.21. would allow for bylaw amendments by a special assembly, not only by a
1741 regular assembly.

1742

1743 Recommendation 12: Make Fewer Provisions in the Synod Constitution
1744 Mandatory

1745 *(Related to Observations 1.2, 1.3, 1.5, 1.8, 1.9)*

1746 **The Commission for a Renewed Lutheran Church recommended to the November 2024**
1747 **Church Council meeting:**

1748 To make the following provisions that are currently required in the *Constitution for Synods* now
1749 non-required:

- 1750 • †S9.02. concerning requirement of majority vote in Synod Assembly elections
1751 other than for bishop
- 1752 • †S10.01. concerning composition of the Synod Council
- 1753 • †S11.04. concerning the synod's Mutual Ministry Committee
- 1754 • †S15.01. concerning the synod's fiscal year
- 1755 • †S15.12. concerning the synod's budget

1756 *Status: The Church Council has recommended that the 2025 Churchwide Assembly make †S9.02.*
1757 *and †S11.04. non-required provisions. The Church Council has declined to recommend the*
1758 *remainder of this recommendation.*

1759 ***Rationale:***

1760 Certain provisions in the *Constitution for Synods* are marked with a “dagger” symbol indicating
1761 that they are required provisions that automatically are to be incorporated into each synod's
1762 constitution without change by the synod secretary when they are adopted by the Churchwide
1763 Assembly. Such provisions leave no room for a synod to organize its business in any varied way.
1764 A subcommittee of members of the CRLC involved in synod leadership reviewed the required
1765 provisions and the CRLC adopted their recommendations that certain provisions be left in the
1766 *Constitution for Synods* but no longer be marked as required provisions.

1767

1768 **Recommendation 13: ELCA Name Change**

1769 *(Specifically referred to the CRLC by the Church Council in CC22.11.34.cc)*

1770 **The Commission for a Renewed Lutheran Church (CRLC) declined to make a**
1771 **recommendation about whether the name of the Evangelical Lutheran Church in America**
1772 **(ELCA) should be changed.**

1773 *Status: This decision was transmitted to the November 2024 meeting of the ELCA Church*
1774 *Council.*

1775 ***Rationale:***

1776 In 2022, the ELCA Churchwide Assembly passed a resolution leading to the creation of the
1777 Commission for a Renewed Lutheran Church (CRLC) and giving the CRLC its mandate. The
1778 ELCA Church Council later asked the CRLC to consider an additional question, whether the
1779 name “Evangelical Lutheran Church in America” should continue to be utilized for this church
1780 body.

1781 The CRLC engaged in significant discussion of a possible change of name. As the members of
1782 the CRLC considered this issue, the conversations highlighted a range of opinions about the
1783 significance of the term “evangelical” and the larger implications that any new name might
1784 create.

1785 In the end, no consensus emerged among members of the CRLC as to whether the name
1786 “Evangelical Lutheran Church in America” should be changed.

1787 Some participants maintain that the term “evangelical” has shifted significantly in meaning in the
1788 present day and may hinder the proclamation of the gospel, due to its associations with more
1789 conservative forms of Christianity and even, in some quarters, with Christian nationalism.
1790 Eliminating the term “evangelical,” they believe, would avoid these initial negative perceptions
1791 and indicate a more welcoming stance.

1792 Others, however, support maintaining the term “evangelical” because of its deep scriptural and
1793 theological roots (the term comes from the Greek word for “gospel” and literally means, “good
1794 news”), and argue that to eliminate the term “evangelical” would actually diminish this church’s
1795 core identity and mission. The term also connects the ELCA with the global Lutheran
1796 communion: The majority of Lutheran World Federation member churches have “Evangelical”
1797 in their names.

1798 While the CRLC did not come to consensus on this matter, it makes the following observations:

- 1799 • The CRLC believes that this question reflects larger issues of identity. Changing the
1800 name alone will not address deeper issues within the denomination and may in fact
1801 lead to unintended consequences for various groups.
- 1802 • If a change of name is to be considered, the commission recommends engaging a
1803 broader range of voices in deeper conversation about this church’s core identity
1804 before making final recommendations.

- 1805
- 1806
- 1807
- If after thoughtful discussion the name ELCA is kept, the CRLC would recommend an effort to lean more intentionally into our understanding and definition of what it means to be “evangelical,” and that new branding might assist with this emphasis.
- 1808
- If after thoughtful discussion the name ELCA were to be changed, a possible approach might be to consider retaining the legal name of the ELCA, while creating a new name under which it would be known (“Doing Business As” (DBA)).
- 1809
- 1810
- 1811 Overall, the CRLC acknowledges the complexities surrounding the term “evangelical” and its
- 1812 implications for this church’s identity, emphasizing that thoughtful dialogue and understanding
- 1813 are essential before any decisions are made on this significant matter.
- 1814

1815 Issues for Continued Reflection

1816 The section entitled “Issues for Continued Reflection” identifies a wide array of matters that the
1817 CRLC heard or became aware of in the course of its work. At a macro level, it is important to
1818 remember that the CRLC was *not* tasked with addressing every problem or issue raised, no
1819 matter the asserted merit. Its mandate, as the commission defined it, was significant, but not
1820 boundless. The committee structure it established enabled robust discussions and ideas to surface
1821 in smaller groups. Defining the presenting issues was a key part of each committee’s work.
1822 Committees lifted up various proposals to the full CRLC, not all of which were deemed ready for
1823 recommendation. Still, the CRLC wishes to preserve some of these concepts in an effort to
1824 provide possibilities for future reflection in the unending work of meaningful reformation, as
1825 prompted by the Holy Spirit.

1826 Dismantling Racism

1827 As we have completed our work, the commission has taken a variety of actions, as outlined in
1828 this report, in an effort to respond to God’s call for radical inclusion. Even with these
1829 recommendations, the commission recognizes that the work of full inclusion of all of God’s
1830 beloved children in the life and leadership in the church is never truly finished. This work is not
1831 just personal; it is also institutional and systemic. One example of this is the misuse of the
1832 categories of law and gospel, whereby the gospel message of grace and forgiveness is twisted to
1833 perpetuate systems of oppression and bondage.

1834 As a church rooted in diverse origins, we call ourselves to remember the story of Pentecost. In
1835 Acts, people speaking many languages were gathered. The Holy Spirit appears and enables them
1836 to hear each other in their own languages about the great deeds God has done. Filled with the
1837 Spirit (and not wine!), and eventually listening to Peter, they were baptized and began the
1838 fellowship that we today would call “church.” The miracle of Pentecost calls us forth and
1839 inspires our diverse selves to live in community. Today, we continue to remind each other that
1840 God intends our diversity to be a celebrated part of our lives together as children of God.

1841 The commission knows that the work of dismantling racism continues in various ways in the
1842 church. The ELCA’s ethnic associations, its Ministries of Diverse Cultures and Communities,
1843 Racial Justice unit, and other task forces and committees strive to identify, name, and correct
1844 racist elements of this church, but they alone are not responsible for the act of justice, equity and
1845 reconciliation. It is valuable and often life-saving work. But that work is often under-resourced,
1846 siloed, and is invisible to the wider church. Synods vary widely in their resourcing and efforts to
1847 make progress in meeting the diversity goals this church has established for itself.

1848 The work to dismantle racism is ongoing work. Overt and subtle forms of racism must be
1849 identified, named and challenged in our congregations, synods, and the churchwide organization
1850 expression.

1851 While there are institutional and systemic realities within this church that allow for and
1852 perpetuate racism, this commission also recognizes the need for transformation within and
1853 among the people in our pews. To continue to become an anti-racist church, this church must pay
1854 attention to both systemic racism and the necessary Spirit-empowered and inspired

1855 transformation of individual hearts and minds. It will take a commitment of all members of the
1856 ELCA to learn, repent, and grow in living into the fullness of God's wildly diverse community.
1857 Like the persons gathered at Pentecost, may the Holy Spirit inspire our efforts to really see, hear
1858 and value each other as God's beloved children.

1859 Governance Matters

1860 The Governance Committee discussed an array of structural and governance related challenges
1861 and possible options for change.

1862 Governing Boards/Administration

1863 The Governance Committee noted that governing boards are generally weak in all three
1864 expressions, due in part to the lack of experience, training, and understanding of some lay
1865 people, and the inherent imbalance of power between laypersons and rostered ministers.
1866 Governing boards in this church mix their roles as "boards of directors" vs. "interim legislative
1867 authority," sometimes resulting in confusion and inconsistency. The infrequency of meetings,
1868 particularly in the synod and churchwide organization expressions, often caused by financial and
1869 logistical concerns, limits a council's ability to govern as effectively as other non-profit boards
1870 do. These councils are very dependent on staff, which makes it hard to hold staff accountable.

1871 The idea of separating the "board of directors" function from the legislative/policy authority was
1872 explored. Such a separation allows for a more nimble governance structure. In the churchwide
1873 organization expression, a very large Church Council which only meets twice a year makes it
1874 very dependent on staff and often blurs the line between interim legislative and business
1875 functions. While an Executive Committee meets at least monthly, communication gaps were
1876 identified as a particular shortcoming in allowing the Church Council to be most effective.

1877 A proposal to revise the Church Council was discussed by the committee, and the CRLC sent
1878 this concept to the Conference of Bishops (COB) and the Church Council as part of the
1879 consultation process. In summary, it would have streamlined the council so it could focus on its
1880 "interim legislative authority" and would have established a more robust Executive Committee.
1881 The Executive Committee would function more like the "board of directors" of a non-profit.
1882 Council members would serve 6-year terms, with eligibility to serve two terms. A lay "Church
1883 Council chair" would be elected by the Churchwide Assembly (akin to the current vice
1884 president). The proposal did not draw discussion at either the COB or the Church Council,
1885 largely, it seems, due to at least one other proposal forwarded to them. Still, because it would
1886 take time to transition any change to the council structure, further reflection on clarifying its
1887 scope of responsibilities and optimizing its ability to fulfill them effectively is worthy of further
1888 reflection.

1889 At the same time, the CRLC forwarded a proposed change to the executive structure of the
1890 churchwide office. At the executive level, the Governance Committee/CRLC suggested
1891 clarifying the scope of the role of the presiding bishop. In brief summary, it would center the
1892 ecclesiastical, ecumenical, and theological leadership of the denomination in the role of the
1893 presiding bishop. The presiding bishop would still be elected by the Churchwide Assembly. A
1894 chief executive officer (CEO) position would be created and hired by and be accountable to the
1895 Church Council. This would be in lieu of and different from the current executive for

1896 administration position, which reports to the presiding bishop. Persons to fill the offices of
1897 secretary and treasurer would be recommended by the CEO to the Church Council, which would
1898 select those offices. Duties and committee assignments would be allocated between the Office of
1899 the Presiding Bishop and the CEO. (The treasurer is already selected by the council; the
1900 secretary presently is elected by the Churchwide Assembly).

1901 The proposal to revise the executive structure received questions and much criticism from
1902 current officers, the Conference of Bishops, and the Church Council. Without responding to the
1903 questions or making revisions to the proposal, the Governance Committee acknowledged that
1904 this restructuring (which would not have altered the process for election of officers by the 2025
1905 Assembly) would be a significant change and a very heavy lift. And while the goal of finding a
1906 more streamlined, responsive, and effective governance structure remains, the Governance
1907 Committee recommended to the CRLC that it take up other governance matters, and not pursue
1908 the matter further at this juncture. The CRLC considers it a matter for further reflection.

1909 Rostered Ministries Matters, including Pay Inequity

1910 Broadly speaking, how this church employs and compensates rostered ministers surfaced during
1911 listening sessions and affects the governance structure of the denomination. The CRLC is aware
1912 of pay inequity in and between worshipping communities, especially as it affects persons of
1913 color, differing abilities, different genders and sexual orientations, and mission developers.
1914 Paying rostered ministers by congregations may also foster a concern that a rostered leader is
1915 beholden to the largest checkbook (e.g., “preaching the Beatitudes or lifting up systemic racism
1916 may cost me my job.”)

1917 All solutions are not structural. Some may require policy changes. In addition, there is work
1918 being done elsewhere in the church on parts of this issue (e.g., the Quality of Call Initiative and
1919 the work around matters relating to First Call). We did not seek to influence or impede that work
1920 and commend efforts to tackle these matters in meaningful ways while engaging the persons
1921 most affected.

1922 In a “big-picture” sense, the Governance Committee discussed a new model of having rostered
1923 leaders employed by a third-party entity that would handle all payroll, benefits, and HR matters
1924 for persons called to a congregation. It also discussed setting up a fund, modeled after the Fund
1925 for Leaders, that would help deal with inequities. Settings such as rural congregations, those in
1926 economically-challenged areas, as well as strategic outreach ministries and non-congregational
1927 faith formation communities that are vibrant but may never be “self-sustaining,” could benefit
1928 from this fund. These and other ideas all have pros and cons, and the legal questions that arise
1929 would need to be thought through. This issue is also tied to the funding and financial issues
1930 identified by the CRLC. While we believe this to be a governance structure issue in part, further
1931 comprehensive work on these matters seems called for at this point. The work of the
1932 recommended Financial Coordinating Task Force, as well as that of the Ongoing Work to
1933 Understand Synod Purpose and Structure may lay some of the necessary groundwork. Continued
1934 reflection on the impact of pay disparity on the health and vibrancy of leaders and congregations
1935 is suggested.

1936 Related Institutions, Organizations, and Ministries (RIOMs):

1937 The commission sought to lift up the role of institutions, organizations, and ministries that are, or
1938 seek to be, related to the ELCA. Work related to this is included in recommendations that were
1939 recommended by the Church Council at its November 2024 meeting for adoption at the 2025
1940 Churchwide Assembly.

1941 In addition, the commission believes that there is work to be done along these lines:

- 1942 • Institutions, organizations, and ministries may relate to this church through criteria and
1943 policies developed by the appropriate churchwide unit. Depending on the circumstances,
1944 such relationships may with the congregations, synods, or churchwide organization
1945 expression.
- 1946 • The appropriate churchwide unit should maintain a directory of the related institutions,
1947 organizations, and ministries.
- 1948 • This church recognizes the importance of “faith formation ministries,” such as campus
1949 and outdoor ministries, for the vitality, resilience, and future of this church. This church
1950 should be strategic in supporting the staffing and budget of such ministries, as well as in
1951 providing for accountability for those rostered ministers and others who are called for
1952 leadership in such ministries.
- 1953

1954 Conclusion

1955 Empowered by the hopeful message of the resurrection, the Evangelical Lutheran Church in
1956 America (ELCA) is called to recognize its imperfections and actively engage in both individual
1957 and collective renewal.

1958 This report, while highlighting areas for potential renewal, also honors the vital, life-affirming
1959 work undertaken by communities across the ELCA. These communities exemplify the Spirit's
1960 transformative power through worship, service, advocacy, and discipleship, illustrating that
1961 renewal encompasses more than structural change—it is about continuous transformation that
1962 embraces inclusivity and collaboration.

1963 The CRLC's recommendations are designed to steer the ELCA toward a future that is more
1964 inclusive, collaborative, and mission-focused. By adopting these changes, we enable all three
1965 expressions of our church—congregations, synods, and the churchwide organization—to better
1966 serve our diverse membership and align more closely with God's perpetual call to renewal. This
1967 ongoing process not only makes our church more adaptable and accountable but also equips us to
1968 meet contemporary challenges while remaining firm in our theological convictions.

1969 As we consider these recommendations, we recognize the range of responses they may elicit.
1970 Some in our community will see these recommendations as a pathway to a stronger, more
1971 faithful church, while others might view them as unsettling or insufficient. We embrace this
1972 diversity of perspectives and commit to a process of faithful deliberation, rooted in prayer,
1973 humility, and open dialogue.

1974 Inspired by Psalm 51:10-12, "*Create in me a pure heart, O God, and renew a steadfast spirit*
1975 *within me,*" we seek a renewal of heart and spirit, ensuring that our actions reflect our
1976 commitment to God's mission. We urge this church to integrate proactive reflection and renewal
1977 into the fabric of our daily lives, understanding that the work of renewal is not a once-in-a-
1978 generation task but an ideal we strive for each day. This work is not finished and should not end
1979 with this commission. This ongoing commitment to reformation and renewal is a testament to
1980 our role in God's world, emphasizing that our efforts extend beyond the church to touch the
1981 broader expanse of God's kingdom on earth.

1982 In all we do, we trust in God's continual guidance and inspiration, leading us toward ever more
1983 faithful and effective expressions of our shared mission.

1984

1985 Acknowledgments

1986 The CRLC wishes to acknowledge the many people and entities that supported, contributed to,
1987 and prayed for us during our sojourn. We are thankful for the ten synods that submitted
1988 memorials, catalyzed by the work of Bishop Jim Dunlop, to the 2022 Churchwide Assembly and
1989 to that body for their understanding and action in creating the CRLC. We thank the ELCA
1990 Church Council, especially the Executive Committee, for establishing the CRLC, a difficult task
1991 since there was no template. We thank the Conference of Bishops and the Church Council for
1992 their counsel as they provided guidance and feedback.

1993 The CRLC was privileged to have Presiding Bishop Elizabeth Eaton and Secretary Sue
1994 Rothmeyer accompany us as resource persons on our journey. Other resource persons included:
1995 Lori Fedyk, ELCA treasurer; Kevin Anderson, chair of the Legal and Constitutional Review
1996 Committee of the ELCA Church Council; Judith Roberts, ELCA senior director for Diversity,
1997 Equity, & Inclusion; Jennifer DeLeon, ELCA director for Racial Justice; the Rev. Nicolette
1998 Peñaranda, program director for ELCA African Descent Ministries; Tom Cunniff, ELCA general
1999 counsel; and Presiding Bishop *pro tempore* Michael Burk. The Rev. Alejandro Mejía provided a
2000 valuable link as the representative of the ELCA ethnic associations. National Bishop Susan
2001 Johnson, Evangelical Lutheran Church in Canada, provided spiritual grounding and facilitation
2002 for the early meetings of the commission.

2003 We also extend gratitude to our Office of the Secretary staff support, including the Rev. Keith
2004 Fry, executive for Office of the Secretary administration; Dan Eppley, manager for official
2005 documentation; our technical support, Joseph Schmidt, administrative services coordinator; and
2006 our hospitality team for CRLC meetings, Dana Adams, director, meeting management; Christina
2007 Ptack, meetings and events manager; and Rosa Pérez, meeting planner.

2008 A special thank you goes to Jodi Slattery, ELCA executive for governance and the primary
2009 support person for the CRLC, for her gentle guidance and tireless support.

2010 The CRLC is indebted to every member of the commission for their volunteer time and effort.
2011 Each one of them loves the ELCA. Finally, we acknowledge the gift of the Holy Spirit who
2012 moved through and among the commission, thanks be to God!

2013

2014 **A Prayer for the Church's Renewal**

2015 **God of resurrection and renewal,**

2016 You have called Your Church into being, not for its own sake, but to bear witness to Your
2017 creative, redeeming, and sanctifying work in the world. We give thanks for the faithfulness of
2018 those who have carried this mission before us, and we pray for the wisdom and courage to carry
2019 it forward with integrity and boldness.

2020 *Create in us clean hearts, O God, and renew a right spirit within us.*

2021 Where we have clung to structures that no longer serve Your mission, give us the courage to
2022 reimagine. Where we have been slow to act, stir us to faithful urgency. Where voices have been
2023 silenced, open our ears to hear the full breadth of Your people's wisdom.

2024 As we reflect on the findings and recommendations of this report, we acknowledge that there
2025 will be differing responses: affirmation, concern, hope, hesitation, and even opposition. In the
2026 midst of these varied perspectives, bind us together in the unity of Christ. Give us patience to
2027 listen deeply, humility to learn from one another, and faith to trust that You are working in and
2028 through this process.

2029 *Do not cast us away from Your presence, but guide us with Your Holy Spirit.*

2030 May Your Spirit lead us into the hard work of transformation, binding us together as one Church
2031 in the midst of change, disagreement, and discernment. Restore to us the joy of Your salvation,
2032 that we may embrace this renewal not as a burden but as a gift—an opportunity to more fully
2033 reflect Your justice, mercy, and love.

2034 We give thanks for the congregations, synods, and churchwide ministries that are already
2035 engaged in life-giving and sustaining work to renew this church. Through their faithfulness in
2036 worship, service, and mission, we see the Spirit's movement and the power of Your grace at
2037 work. Strengthen them in their calling and inspire us to walk alongside them, that together we
2038 may be a church continually renewed by Your love.

2039 *Send us forth with willing hearts, strengthened by Your grace and emboldened by Your call.*

2040 We entrust the future of this church to You, knowing that You are already at work making all
2041 things new.

2042 **In the name of Jesus Christ, our hope and our Redeemer, we pray. Amen.**

2043

2044

Signature Page

2045

2046 Below is the Signature Page, which includes the names of the chairs followed by members who
2047 have given their full consent, listed alphabetically for clarity. For those providing partial consent,
2048 their names are listed alphabetically along with specific sections from which they have
2049 expressed dissent, as exemplified by "[Name] provided partial consent and expressed dissent
2050 from Section [X] of the report." It is important to note that commission members who have
2051 dissented entirely from the report are not listed below.

2052

2053 THE REV. CARLA CHRISTOPHER (Co-Chair)
2054 Lower Susquehanna Synod [8D] — St. James Evangelical Lutheran Church

2055

2056 LEON SCHWARTZ (Co-Chair)
2057 Southeastern Iowa Synod [5D] — St. Paul Lutheran Church

2058

2059 Alexandra Mack
2060 New Jersey Synod [7A] — Holy Trinity Evangelical Lutheran Church

2061

2062 Antoine Cummins
2063 Pacifica Synod [2C] — Shepherd of the Valley Lutheran Church

2064

2065 Anthony Ormsbee-Hale
2066 Northern Texas-Northern Louisiana Synod [4D] — Messiah Lutheran Church

2067

2068 The Rev. Charlene Giuliani
2069 Greater Milwaukee Synod [5J] — Incarnation Lutheran Church

2070

2071 Cheryl Stuart
2072 Florida-Bahamas Synod [9E] — St. Stephen Lutheran Church

2073

2074 Deacon Dallas Shealy
2075 South Carolina Synod [9C] — Summer Memorial Lutheran

2076

2077 David Lenz
2078 Northeastern Ohio Synod [6E] — Messiah Lutheran Church

2079

2080 Deacon Don Corson, Ph.D.
2081 Southwestern Washington Synod [1C] — Holy Trinity Lutheran Church

2082

2083 The Rev. Elizabeth Friedman
2084 Southeast Michigan Synod [6A] — Lord of Light Lutheran Church

2085

2086 Evan Moilan Jr.
2087 Southwestern Texas Synod [4E] — Good Shepherd Lutheran Church

2088

2089

2090 Felecia Boone
2091 Minneapolis Area Synod [3G] — Calvary Evangelical Lutheran Church
2092
2093 The Rev. Gail Hagerty
2094 Western North Dakota Synod [3A] — Heart River Lutheran Church
2095
2096 The Rev. Kristin Johnston Largen, Ph.D.
2097 Northeastern Iowa Synod [5F] — St. John's Lutheran Church
2098
2099 Linda Timmons
2100 Nebraska Synod [4A] — St. Thomas Lutheran Church
2101
2102 Melody Stachour
2103 Metropolitan Washington, D.C. Synod [8G] — St. Matthew's
2104
2105 Michael Chan, Ph.D.
2106 Northwestern Minnesota Synod [3D] — Good Shepherd Lutheran Church
2107
2108 Ralston Deffenbaugh
2109 Rocky Mountain Synod [2E] — Shepherd of the Mountains Lutheran Church
2110
2111 Roberto Lara-Aranda
2112 Metropolitan New York Synod [7C] — Saint Peter's Church, Manhattan
2113
2114 Ryan Johnson
2115 Western Iowa Synod [5E] — Our Saviors Lutheran Church
2116
2117 Ruth Ellen Howard
2118 Central States Synod [4B] — St. Mark Hope and Peace Lutheran Church
2119
2120 Sarah Morris
2121 Grand Canyon Synod [2D] — Our Savior's Lutheran Church
2122
2123 The Rev. Sean Avery
2124 Alaska Synod [1A] — Joy Lutheran Church
2125
2126 Stacy Kitahata
2127 Northwest Washington Synod [1B] — Immanuel Lutheran Church
2128
2129 Susan McArver, Ph.D.
2130 South Carolina Synod [9C] — Incarnation Lutheran Church
2131
2132 Thelma Jacks
2133 Southeastern Pennsylvania Synod [7F] — Saint Luke Evangelical Lutheran Church
2134
2135 Thomas Madden
2136 Upstate New York Synod [7D] — Lutheran Church of the Incarnate Word
2137
2138

2139 The Rev. Tiffany Chaney
2140 Southeastern Synod [9D] — Gathered by Grace
2141
2142 The Rev. Adam Sornchai
2143 Northwestern Ohio Synod [9D] — St. John Lutheran Church (Windfall)
2144 Provided partial consent and expressed dissent from Recommendation 4 and Recommendation
2145 11b of the report.
2146
2147 Laurel Muhly-Alexander
2148 West Virginia-Western Maryland Synod [8H] — St. Mark's Lutheran Church
2149 Provided partial consent and expressed dissent from Recommendations 1, 7, 10, 11, 12, 13;
2150 Governing Boards/Administration

2151 Bishop Regina Hassanally
2152 Southeastern Minnesota Synod [3I] — St. John's Lutheran
2153 Provided partial consent and expressed dissent from Observations: 1.2 (in part), 1.3 (in part) 5
2154 (in part) and Recommendation 4 (in part).

2155 Candy McCorkle-Broughton, Ph.D.
2156 North/West Lower Michigan Synod [6B] — Immanuel Lutheran Church
2157 Provided partial consent and expressed dissent from Observations

2158 **Appendix**

2159 **CRLC Committees**

2160 **Origin and Formation of the CRLC**

2161 **Reference Material for Synod Evaluation**

2162

2163 **Appendix 1: CRLC Committees**

2164 In late 2023, during the third meeting of the CRLC, seven committees were established. Four of
2165 these were tasked with addressing specific aspects of the Commission's mandate, while three
2166 served operational functions. Initially, all committees focused on the urgent goal of proposing
2167 any necessary constitutional amendments to the Church Council by November 2024, to ensure
2168 consideration by the 2025 Churchwide Assembly. After achieving this milestone, the CRLC's
2169 attention turned to preparing a final report, outlining key findings and recommendations for
2170 presentation to the 2025 assembly. This phase involved deep dives into critical issues such as the
2171 interdependence of this church's three expressions, the principle of subsidiarity, and the
2172 denomination's financial flow.

2173 Following consultations with the Conference of Bishops and the Church Council—and aligning
2174 with the revised focus—late 2024 saw the formation of the Setting the Table Committee .
2175 Additionally, the Who Are We and Why and What Committees were merged to form the “3-4
2176 Committee,” addressing overlapping areas concerning interdependence and purpose. This
2177 restructuring enabled more streamlined and focused discussions on these fundamental topics.

2178 The committees operated autonomously, setting their schedules and contributing to full CRLC
2179 meetings by presenting updates, soliciting feedback, and submitting recommendations.
2180 Following are descriptions of each committee's purpose (taken from their charters) and a listing
2181 of the members of each committee.

2182 **All Ears Committee**

2183 The All Ears Committee exists to collect data from a wide range of constituents, through both
2184 live listening sessions and electronic surveys, in order to inform the work of the CRLC.
2185 Additionally, this committee will serve as a liaison to other data collections groups in the ELCA,
2186 particularly Future Church. Finally, this committee will oversee data analysis and present a
2187 report of its findings to the CRLC.

2188 *CRLC Membership:*

The Rev. Dr. Kristin Johnson Largen, *chair*
Susan McArver, Ph.D.
Ryan Johnson

Michael Chan, Ph.D.
Sarah Morris
Roberto Lara Aranda

Thelma Jacks
The Rev. Carla Christopher, *CRLC co-chair,*
ex officio

Resource person:
Sean Zimny, *contract researcher*

Communications Committee

The Communications Committee exists to share the work of the Commission for a Renewed Lutheran Church, providing transparency for the commission's actions to the wider ELCA. The committee will inform the wider ELCA of the commission's purpose and the commission's progress towards our mandate goals.

CRLC Membership:

Alexandra Mack, *chair*
The Rev. Gail Hagerty
Laurel Muhly-Alexander
Ryan Johnson
The Rev. Tiffany Chaney

The Rev. Carla Christopher, *CRLC co-chair,*
ex-officio

Resource person:
Candice Buchbinder, *ELCA public relations manager*

Dismantling Racism Committee

The Dismantling Racism Committee will provide oversight of the entire work of the CRLC to ensure it is viewed through an intersectional lens of dismantling racism.

CRLC Membership:

Melody Stachour, *chair*
Antoine Cummins
Stacy Kitahata
Candy McCorkle-Broughton, Ph.D.
Alexandra Mack
The Rev. Tiffany Chaney
The Rev. Char Guiliani
Felecia Boone
The Rev. Elizabeth Friedman
Ruth Ellen Howard

Linda Timmons
The Rev. Carla Christopherson, *CRLC co-chair, ex-officio*

Resource persons:
Judith Roberts, *ELCA senior director, Diversity, Equity, and Inclusion*
Jennifer De Leon, *ELCA director, Racial Justice*

How We Are Governed Committee

The How We Are Governed Committee exists to reconsider the organizational structure and governance of the ELCA, being particularly attuned to dismantling racism, and to provide recommendations for the future governance of this church, including potential modifications to governing documents.

CRLC Membership:

Cheryl Stuart, *chair*
Sarah Morris

The Rev. Sean Avery
Bishop Regina Hassanally

Anthony Ormsbee-Hale
Deacon Dallas Shealy
David Lenz
Thomas Madden
Melody Stachour
Evan Moilan
Leon Schwartz, *CRLC co-chair, ex-officio*

Resource persons:
Deacon Sue Rothmeyer, *ELCA secretary*
Tom Cunniff, *ELCA general counsel*
Paul Irwin, *ELCA associate general counsel*
Kevin Anderson, *chair, Legal and Constitutional Review Committee, Church Council*

Planning and Report Committee

The Planning and Report Committee exists to ensure project management, coordinate resources, and provide for a final report to be presented to the Church Council in April 2025 in preparation for the 2025 Churchwide Assembly.

CRLC Membership:

Anthony Ormsbee-Hale, *chair*
Evan Moilan
David Lenz
Antoine Cummins
Cheryl Stuart
Thelma Jacks
Bishop Regina Hassanally

Ralston Deffenbaugh
Leon Schwartz, *CRLC co-chair, ex-officio*

Resource person:
Jodi Slattery, *ELCA executive for governance*

Who Are We Committee

The Who Are We Committee exists to examine the historical definitions of this church, how it is lived out today, and how to visualize it for the future. Following the completion of that work, then the committee will consider the question of whether the denomination name “Evangelical Lutheran Church in America” will be changed.

CRLC Membership:

The Rev. Adam Sornchai *chair*
Laurel Muhly-Alexander
Susan McArver, Ph.D.
The Rev. Char Guiliani
Thomas Madden
Deacon Dallas Shealy
Bishop Matthew Riegel
Linda Timmons

Michael Chan, Ph.D.
Ralston Deffenbaugh
Don Corson
Leon Schwartz, CRLC co-chair, ex-officio

Resource person:
The Rev. Elizabeth Eaton, *ELCA presiding bishop*

Why and What Committee

The Why and What Committee exists to review the purpose statements for the three expressions of this church as set forth in their constitutions and to make recommendations concerning changes to those statements.

CRLC Membership:

The Rev. Elizabeth Friedman, *chair*
Felecia Boone
Stacy Kitahata
The Rev. Sean Avery
The Rev. Gail Hagerty
Ruth Ellen Howard
Candy McCorkle-Broughton, Ph.D.
Bishop Matthew Riegel
The Rev. Adam Sornchai

Deacon Don Corson
Leon Schwartz, *CRLC co-chair, ex-officio*

Resource persons:

Deacon Sue Rothmeyer, *ELCA secretary*
Kevin Anderson, *chair, Legal and Constitutional Review Committee, Church Council*

3-4 Committee

The 3-4 Committee combines the purposes of the Who Are We Committee and the Why and What Committee with a special focus on the interdependence between the three expressions of this church and their purpose statements.

CRLC Membership:

The Rev. Adam Sornchai, *chair*
Laurel Muhly-Alexander
Susan McArver, Ph.D.
The Rev. Char Guiliani
Thomas Madden
Deacon Dallas Shealy
Bishop Matthew Riegel
Linda Timmons
Michael Chan, Ph.D.
Ralston Deffenbaugh
Deacon Don Corson
Roberto Lara Aranda
The Rev. Elizabeth Friedman
Felecia Boone

Stacy Kitahata
The Rev. Sean Avery
The Rev. Gail Hagerty
Ruth Ellen Howard
Candy McCorkle-Broughton, Ph.D.
Leon Schwartz, *CRLC co-chair, ex-officio*

Resource persons:

The Rev. Elizabeth Eaton, *ELCA presiding bishop*
Deacon Sue Rothmeyer, *ELCA secretary*
Kevin Anderson, *chair, Legal and Constitutional Review Committee, Church Council*

Setting the Table Committee

The Setting the Table Committee's purpose is to draft a document listing the presenting issues facing this church that the CRLC identified through its listening efforts.

CRLC Membership:

Evan Moilan, *chair*
Linda Timmons
Ruth Ellen Howard
Antoine Cummins
Anthony Ormsbee-Hale

Ralston Deffenbaugh
Don Corson
Alexandra Mack
Carla Christopherson, *CRLC co-chair, ex-officio*
Leon Schwartz, *CRLC co-chair, ex-officio*

Appendix 2: Origin and Formation of the Commission

2189 The August 8-12, 2022, Churchwide Assembly of the ELCA received memorials from ten
2190 synods concerning the topic “Restructure the Governance of the ELCA.”

2191 The recitals to the memorials included common themes regarding an overall decline in
2192 membership and numbers of congregations since 1988, the inflexibility of the ELCA’s governing
2193 documents to meet new challenges, the desire for a “well-governed, connected, and sustainable
2194 church” and the need to dismantle racism and acknowledge the church’s complicity in related
2195 trauma and harm.

2196 In its pre-assembly report, the Memorials Committee recommended to the assembly the
2197 following action in response to these memorials:

2198 *To refer the memorials to the Church Council for further deliberation and definition,*
2199 *specifically to determine the goals and boundaries of any proposed changes to the*
2200 *constitution, especially those related to Chapters 4 and 5; the need for a Commission*
2201 *for a Renewed Lutheran Church; and the need and scope of any proposed*
2202 *reconstituting convention, with recommendations to be presented to the 2025*
2203 *Churchwide Assembly.*

2204 In its supplemental report of Tuesday August 9, 2022, the Memorials Committee proposed to
2205 amend the above resolution by substituting:

2206 *To direct the Church Council to establish a Commission for a Renewed Lutheran*
2207 *Church comprised of leaders of diverse representation from all three expressions that,*
2208 *working in consultation with the Conference of Bishops and the Church Council, shall*
2209 *reconsider the statements of purpose for each of the expressions of this church, the*
2210 *principles of its organizational structure, and all matters pertaining thereunto, being*
2211 *particularly attentive to our shared commitment to dismantle racism, and will present*
2212 *its findings and recommendations to the 2025 Churchwide Assembly in preparation for*
2213 *a reconstituting convention to be called under the rules for a special meeting of the*
2214 *Churchwide Assembly.*

2215 This recommendation was placed on the floor of the assembly on Tuesday afternoon. There was
2216 one amendment offered on the floor, to insert the word “possible” in front of “reconstituting
2217 convention” in the second-to-last line above, which was adopted by a 748-36 vote. The following
2218 resolution, as amended, was adopted by the assembly by a 738-72 vote:

2219 *To direct the Church Council to establish a Commission for a Renewed Lutheran*
2220 *Church comprised of leaders of diverse representation from all three expressions that,*
2221 *working in consultation with the Conference of Bishops and the Church Council, shall*
2222 *reconsider the statements of purpose for each of the expressions of this church, the*
2223 *principles of its organizational structure, and all matters pertaining thereunto, being*
2224 *particularly attentive to our shared commitment to dismantle racism, and will present*
2225 *its findings and recommendations to the 2025 Churchwide Assembly in preparation for*
2226 *a possible reconstituting convention to be called under the rules for a special meeting*
2227 *of the Churchwide Assembly.*

2228 With the adoption of this resolution by the assembly, it was the Church Council's responsibility
2229 to determine the size and selection of the commission. The Church Council's first meeting after
2230 the 2022 Churchwide Assembly was its regularly scheduled fall meeting, which was held in-
2231 person at the churchwide offices on November 10-13, 2022. Prior to that meeting, the Church
2232 Council's Legal and Constitutional Review Committee and Executive Committee had considered
2233 possible timelines for the Council's work in establishing the commission and the work of the
2234 commission itself. It was noted by the Executive Committee that the assembly action calling for
2235 the creation of the commission placed relatively few constraints on the commission's work.
2236 Accordingly, it would be appropriate to preserve significant freedom for the commission to
2237 pursue pertinent matters while also trying to avoid having the commission duplicate work
2238 already delegated to other parts of the churchwide organization by the Churchwide Assembly.
2239 The proposed timeline from the Executive Committee called for discussion of the parameters of
2240 creating the commission at the November 2022 Church Council meeting, with a nomination
2241 process early in 2023 and the Church Council formally appointing members to the commission
2242 around March or April 2023.

2243 The Church Council's initial discussion of the creation of the commission was led by Mr. Kevin
2244 Anderson, chair of the Legal and Constitutional Review Committee, on Saturday, November 12,
2245 2022. The conversation focused on three questions:

- 2246 1. What are council members' hopes for the commission?
- 2247 2. What should be the size of the commission? and
- 2248 3. What is the most appropriate way to select the members of the commission?

2249 The Executive Committee took the feedback it received in that discussion to its 7:30 a.m.
2250 meeting on Sunday, November 13, to formulate the general sense of the council into a more
2251 specific recommendation for the size of the commission and the process for appointing members
2252 to it. The Executive Committee's recommendation, with minor stylistic amendments made by the
2253 Church Council, was adopted in the council's final plenary session of the meeting as follows:

2254 ***To establish a Commission for a Renewed Lutheran Church consisting of no more***
2255 ***than 35 voting members, directing the Executive Committee of the Church Council to***
2256 ***initiate the process of forming the commission, fulfilling the responsibilities of the***
2257 ***Church Council related to nominations in accordance with 14.41.01.c., and receiving***
2258 ***nominations to fill positions allocated in the following manner:***

- 2259 • ***Three voting members from each region for a total of 27, two of whom will be***
2260 ***selected from nominations received by each Synod Council or Synod Council***
2261 ***Executive Committee and one of whom will be received through an open***
2262 ***nomination process;***
- 2263 • ***Each Synod Council or Synod Council Executive Committee will be invited to***
2264 ***submit two potential nominees;***
- 2265 • ***Up to eight at-large voting members will be selected from either the synod***
2266 ***nominations or the open nomination process;***

2267 ***To populate the commission according to the representational principles of this***
2268 ***church, requiring that at least 25% of the commission be persons of color/primary***
2269 ***language other than English; and striving for at least 20% of members to be***
2270 ***youth/young adults;***

2271 *To request the nomination process be completed prior to the April 2023 Church*
2272 *Council meeting, presenting a slate of nominees to the Church Council for action; and*
2273 *To invite this church to join us in prayer as this church embarks on this process of*
2274 *renewal.*

2275 In addition to the original scope of the Commission’s mandate as provided in CA22.01.06, the
2276 Church Council at its November 2022 meeting also referred one specific item of business to the
2277 commission: a resolution from Southwest California Synod Council calling to discontinue the
2278 use of the word “evangelical” in the name of our denomination. The council adopted the
2279 following:

2280 *To request the Commission for a Renewed Lutheran Church consider the question*
2281 *of whether the denomination name, “Evangelical Lutheran Church in America,”*
2282 *should be changed; [and]*
2283 *To anticipate a recommendation when the commission presents its findings for the*
2284 *2025 Churchwide Assembly;*

2285 The Office of the Secretary would take the responsibility for communicating information about
2286 the size and proposed composition of the commission and the nominating process to the synods.
2287 The Office of the Secretary also developed nomination forms and a nomination website to be
2288 available by early January 2023. The nominations were to be open until early March, with the
2289 Executive Committee of the Church Council operating as the nominating committee to review
2290 the nominees. The Church Council was scheduled for an in-person retreat, not a formal business
2291 meeting, in March 2023 in Bloomington, Minnesota. At the retreat, the Church Council would
2292 hear an update on the Executive Committee’s work on reviewing nominations to the
2293 commission, and the council would vote to appoint members to the commission at its April 2023
2294 business meeting to be held online.

2295 As of the March 2023 Church Council retreat, the synod councils or synod executive committees
2296 had identified 108 nominees to the commission. Additionally, more than 380 nominees had been
2297 received through the open nomination process for a total of more than 400 unique nominations.
2298 Of the commission members, 18 (two from each region) were to be selected from the synod
2299 nominee pool, and an additional 9-17 could be selected from either the open nominee process or
2300 the synod nominee pool.

2301 At the Church Council retreat, it was also reported that The Rev. Susan Johnson, national bishop
2302 of the Evangelical Lutheran Church in Canada, would serve as a process facilitator/consultant for
2303 the commission and that the first, mandatory, in-person meeting of the commission would be
2304 held July 13-15, 2023, at the churchwide offices.

2305 The Church Council’s Executive Committee worked extensively on reviewing the nomination
2306 forms and interviewing potential nominees throughout March and April to develop a slate of
2307 candidates that matched the representational principles of this church^l the specific demographic
2308 parameters of CC22.11.37, and considering other items such as economic, theological, and
2309 political diversity of potential commission members.

2310 The Church Council met in a business session online April 20, 2023. Significant actions of the
2311 April 2023 Church Council meeting to the work of the commission included the appointment of
2312 the members of the commission:

2313 ***To appoint the following members to the Commission for a Renewed Lutheran***
2314 ***Church: Mr. Roberto Lara Aranda, the Rev. Sean Avery, Ms. Felecia Boone, Mr.***
2315 ***Michael J. Chan, the Rev. Tiffany Chaney, Mr. Don Corson, Mr. Antoine Cummins,***
2316 ***the Rev. Elizabeth Friedman, the Rev. Charlene Guiliani, the Rev. Gail Hagerty,***
2317 ***Bishop Regina Hassanally (at-large), the Rev. Douglas A. Hill, Mx. Ruth Ellen***
2318 ***Howard, Ms. Thelma Pruitt Jacks, Mr. Ryan Johnson (at-large), Ms. Stacy D.***
2319 ***Kitahata, the Rev. Kristin Johnston Largen, Mr. David M. Lenz (at-large), Ms.***
2320 ***Alexandra Mack, Mr. Thomas Madden (at-large), Ms. Susan Wilds McArver, Ms.***
2321 ***Candy McCorkle, Mr. Evan Moilan (at-large), Ms. Sarah E. Morris, Ms. Laurel***
2322 ***Muhly-Alexander, Mr. Anthony Ormsbee-Hale, Bishop Matthew Riegel (at-large), Mr.***
2323 ***Leon Schwartz, Deacon Dallas Shealy (at-large), the Rev. Adam Sornchai, Ms. Melody***
2324 ***Stachour, Ms. Cheryl Stuart, Ms. Loni Taylor (at-large), Ms. Linda M. Timmons, and***
2325 ***the Rev. Carla Christopher Wilson; and***
2326 ***To authorize the Executive Committee to appoint members as necessary if a***
2327 ***vacancy occurs.***

2328 The council also established a budget for the commission’s work:

2329 ***To approve the establishment of a Church Council designated fund, entitled***
2330 ***Commission for a Renewed Lutheran Church, in the amount of \$300,000, to be used to***
2331 ***cover the costs of meetings and other resources.¹***

2332 A few days after the announcement of the appointment of members to the CRLC, it was learned
2333 that the Rev. Douglas A. Hill would not be able to attend the first in-person meeting of the
2334 commission. He was accordingly unable to serve. The Executive Committee appointed Mr.
2335 Ralston Deffenbaugh in his place to fill the vacancy created.

2336 At its May 2023 meeting, the Executive Committee voted to (a) invite members of the
2337 commission to indicate interest in serving as a co-chair of the commission through completion
2338 of a form that would allow members to describe their interest in serving as co-chair and to
2339 describe the gifts, skills, and abilities they felt they would bring to the position of co-chair and
2340 (b) authorize the Executive Committee to review the forms and appoint co-chairs for the
2341 commission. As of the June 2023 Executive Committee meeting, there were seven individuals
2342 who had completed the form indicating interest in serving as a co-chair. After review of those
2343 applications, the Executive Committee appointed the Rev. Carla Christopher and Mr. Leon
2344 Schwartz to serve as co-chairs.

2345 While not formally members of the commission, the commission has benefitted greatly from the
2346 perspectives and insights of the following resource persons:

- 2347 • The Rev. Elizabeth Eaton, presiding bishop
- 2348 • The Rev. Michael Burk, presiding bishop *pro tempore*
- 2349 • Deacon Sue Rothmeyer, secretary
- 2350 • Lori Fedyk, treasurer
- 2351 • Judith Roberts, senior director for Diversity, Equity, and Inclusion
- 2352 • Jackie Baumhover, director for strategy in the Office of the Presiding Bishop
- 2353 • Vance Blackfox, director for Indigenous Ministries and Tribal Relations
- 2354 • Jennifer DeLeon, director for Racial Justice

- 2355 • The Rev. Nicollette Peñaranda, program director for African Descent Ministries
- 2356 • Desta Goehner, president, Association of White Lutherans for Racial Justice
- 2357 • Shari Seifert, past president, Association of White Lutherans for Racial Justice
- 2358 • Kevin Anderson, chair of the Church Council’s Legal and Constitutional Review
- 2359 Committee
- 2360 • Thomas Cunniff, general counsel for the ELCA
- 2361 • Paul Irwin, associate general counsel for the ELCA

2362 One of the first tasks the commission undertook was to speak with key leaders from each of the
2363 synods that sent the memorials that led to the creation of the commission to see what had
2364 motivated their synods to bring the memorials forward. Major themes of these conversations
2365 included:

- 2366 1. Structural concerns and the need to right-size the church;
- 2367 2. Racial and economic disparities impacting the candidacy process and management of
- 2368 rostered leaders;
- 2369 3. Overwhelming passage of the memorials at the synod level indicating a broad
- 2370 appetite for change in the church and a sense of urgency;
- 2371 4. The need to commit to being an anti-racist institution and related examination of our
- 2372 governing documents.
- 2373 5. Concern for accountability and results in the broader church and a desire for the
- 2374 Commission to recommend tangible action steps for consideration;
- 2375 6. Collaboration with our full communion partners for theological education and
- 2376 mission work should be encouraged;
- 2377 7. Maintain congregational independence to choose their calls;
- 2378 8. A growing focus on concerns about transparency, accountability, and governance.

2379 In October 2023, Loni Taylor resigned from the commission. She was one of two current
2380 members of the Church Council, and was the only American Indian/Indigenous member of the
2381 commission. At its December 2023 meeting, the commission approved two resolutions
2382 concerning membership of the commission. First, it requested that the Executive Committee of
2383 the Church Council appoint a member to the commission to replace her to maintain
2384 representation from an Indigenous perspective. In a separate resolution, the commission
2385 petitioned the Church Council to appoint two additional members, including one who would be
2386 Arab/Middle Eastern and one who would be of African National descent. Mr. David Lenz, the
2387 only remaining member of the commission who was also a member of the Church Council was
2388 invited to appear at the Executive Committee meeting on December 12, 2023, to discuss these
2389 two resolutions. The Executive Committee considered its response to these resolutions, including
2390 the need for additional Church Council representation on the commission due to the mandate to
2391 represent all expressions of the church, the need for diverse representation, and whether the
2392 commission’s work was too far along to introduce new members.

2393 Ultimately, in its January 17, 2024, meeting, the Executive Committee encouraged the
2394 commission “to seek, identify, and hear all of the voices and perspectives that are necessary and
2395 helpful for its work, but decline[d] to appoint a replacement member to the commission or to
2396 petition the Church Council to expand the membership.
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2399 Appendix 3: Ongoing Work to Understand Synod Purpose and Structure

2400 During the work of the commission, we had extensive discussions regarding the number,
2401 purpose, and structure of synods. We recognize the complexity of this issue and ongoing
2402 discussions regarding their purpose. This commission, acting on feedback from the Conference
2403 of Bishops, believes that work should be completed to determine any possible revisions to the
2404 purpose statements pertaining to synods and other expressions of this church. Based upon the
2405 work of the Task Force on Interdependence and Purpose, when the Church Council initiates
2406 action relating to the synods, carefully considering the impact of its recommendations on
2407 minority and marginalized communities, ensuring intentional inclusion of diverse perspectives
2408 throughout its work, we commend the following for consideration:

2409 Objectives

- 2410 **1. Optimize the Number of Synods:** Assess whether the current number of synods
2411 optimally supports efficient governance, effective ministry delivery, and resource
2412 utilization.
- 2413 **2. Establish Routine Evaluation Protocols for Synods:** Create a standardized process to
2414 routinely assess the performance and effectiveness of synods that synods would adapt
2415 into a strategic plan.
- 2416 **3. Improve Regional Cooperation:** Make recommendations to enhance collaboration
2417 among synods within regions to optimize resource sharing and ministry efforts.

2418 Evaluation Criteria

2419 The expanded evaluation criteria will include an assessment of the number and structure of
2420 synods and regions, alongside other key areas including, but not limited to, the following:

2421 1. Optimize the Number of Synods

- 2422 • **Membership Density:** Measure the number of congregations and members per synod
2423 to assess whether the synod is too large or small for effective governance.
- 2424 • **Geographic Efficiency:** Evaluate the geographic size of each synod to determine
2425 logistical efficiency in terms of travel times for synod events and bishop visitations.
- 2426 • **Cost Efficiency:** Analyze the cost implications of maintaining each synod, including
2427 administrative costs, to determine financial sustainability.

2428 2. Establish Routine Evaluation Protocols for Synods

- 2429 • **Synod Engagement Metrics:** Develop metrics such as participation rates in synod
2430 assemblies, training sessions, and regional activities to gauge active engagement.
- 2431 • **Synod Health Metrics:** Create metrics that track financial health, leadership stability,
2432 mission outreach effectiveness, congregation vitality, commitment to anti-racism and
2433 social justice work.

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- **Feedback and Satisfaction Scores:** Regularly collect feedback from congregations on synod support, using standardized surveys to measure satisfaction and areas for improvement.

2437 **3. Improve Regional Cooperation**

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- **Resource Sharing Effectiveness:** Track the number and quality of shared resources among synods (e.g., training programs, administrative tools, ministry materials) and the perceived effectiveness of these shared resources.

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- **Joint Initiatives and Programs:** Monitor the development and outcomes of regional initiatives to enhance cooperative ministry efforts, such as joint mission trips, shared clergy training, and combined outreach programs.

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- **Communication Frequency and Quality:** Evaluate the frequency and quality of communications between synods, including regular updates, collaborative meetings, and shared strategic planning sessions.

2447 **4. General Criteria for All Objectives**

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- **Change Readiness and Adaptability:** Measure how ready and able synods are to adapt to proposed changes or new structures, including staff and leadership training in change management.

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- **Leadership Development:** Track the development programs for synod leadership to ensure there is a focus on growing skilled leaders who can manage change and foster collaboration.

2454 **Evaluation Process**

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1. **Evaluation Cycle:** Implement a comprehensive evaluation framework with specific emphasis on structural efficiency alongside other performance metrics.

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2. **Alignment with ELCA Values:** The evaluation process for the ELCA synods should be conducted in a manner that is deeply aligned with the church's core values. These include forgiveness and reconciliation, dignity, compassion and justice, inclusion and diversity, courage and openness to change, and faithful stewardship of God's creation and gifts.

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3. **Structured Feedback and Adjustment Mechanism:** Establish continuous feedback mechanisms to allow for real-time adjustments and strategic alignments, with a special focus on the structural aspects of synods and regions.

2464 **Implementation Phases**

2465 *The outline below may be adjusted by the council as deemed necessary and the information*
2466 *listed below is meant to serve as an initial framework.*

2467 **Phase 1:** Develop and implement the expanded evaluation framework, initiate detailed
2468 structural assessments, and begin collecting data.

2469 **Phase 2:** Continue assessments with a mid-cycle review focusing on structural efficiency
2470 and its impact on mission effectiveness.

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Phase 3: Complete final assessments and prepare comprehensive evaluation reports, including recommendations for potential structural, policy and/or constitutional changes.