

Lutheran Church–Canada National Survey Results and Analysis

**prepared for
The Members of Lutheran Church-Canada**



By the
Commission on Constitutional
Matters and Structure
March 29, 2016

The Seven Stages of Restructuring Lutheran Church-Canada

- 1. The LCC National Survey – February 2016***
- 2. First National Discussions – March to June 2016***
- 3. CCMS and LCC Board of Directors Form Recommendations – June 26-29, 2016***
- 4. Second National Discussions – July to December 2016***
- 5. Revise LCC Handbook – January to June 2017***
- 6. Distribution and Discussion of Proposed Handbook and 500th Reformation Anniversary Convention – August to October 2017***
- 7. Implementation – November 2017 and continuing into 2018***

Dear Members of LCC,

Thank you for being one of 2,049 members of LCC to complete the LCC National Survey. Here are the results of the survey including almost 20,000 comments filling nearly 900 pages.

We invite you to visit the LCC website as often as you wish to review the results and to read the comments.

The primary purpose of sharing this important material with you is to assist you in preparation for the church-wide discussions taking place in your District, circuit, or congregation from Easter to June 30.

The CCMS is not making any recommendations along with this information. Instead, your discussion facilitator will ask for more input and for your reaction to what the survey results seem to be suggesting for various aspects of a new structure for LCC.

In the Lord's service,

The Commission on Constitutional Matters and Structure (CCMS)

Things to Know About this Survey Presentation

Basic Assumptions of the LCC National Survey

- 1. Discussing LCC doctrine and practice are not part of this survey. Only structure and process are discussed.**
- 2. The structure and processes within Districts and the Synod are the subject of this survey, not the structures and processes in congregations.**
- 3. Members direct resources to the Synod, Districts, Seminaries, LCC Financial services, Auxiliaries, and LSOs to provide eight services to the members of LCC.**

Basic Assumptions of the LCC National Survey

4. All data, observations, and comments from the survey will be available to all members of LCC on the Synod's website in the week following Easter.

5. The number of responses and the volume of comments provide a valid expression of the members of LCC views regarding the LCC structures and processes discussed in the survey.

6. The data and comments and the national discussions that follow will guide, not direct, the CCMS and LCC Board of Directors in making recommendations to the LCC Convention in October 2017.

Some Statistics About the Survey Responses

At the end of March 9, 2016, 2,049 people entered the survey:

- *1,729 lay persons*
- *45 of 97 active (43) and inactive (54) deacons (46%)*
- *164 of 224 pastors serving congregations (73%)*
- *111 of 191 pastors not serving congregations (58%)*
- *The ratio of lay persons to church workers is 5.4 to 1.*

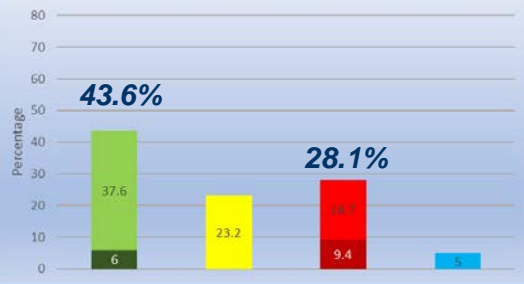
1,711 (84%) were completed online. 338 (16%) were completed on paper.

Hundreds of negatively critical comments are included. Forty comments violating the Eighth Commandment were removed from view (two tenths of one percent of the total).

Members made 19,247 comments filling 860 pages.

Understanding the Vertical Bar Graphs

9. Our congregation values the parish services, e.g. stewardship, liturgical education, that our District provides. (All Responses)



Dark green means “strongly agree”. Dark red means “strongly disagree”. The number above the green and red bars is the total percentage of both sections on that vertical bar.

Many lay persons expressed an inability to understand or to know how to respond to some statements. Hence, the significant “neither agree nor disagree” (yellow) and “no opinion” (blue) responses.

While the number of yellow and blue responses is highest from lay persons (the largest group), the percentage of statements with highest “neither” and “no opinion” responses from the lay persons and church workers vary among members. They are distributed among the 60 statements as follows: lay persons – 30 and 42 statements, deacons – 7 and 11, pastors serving congregations 7 and 4, and pastors not serving congregations – 16 and 3.

Observations

Observations in this presentation are intended to call attention to specific points of significance in the results of individual statements.

Observations are based on facts, most of them from facts in this presentation and some facts from [surveymonkey.com](https://www.surveymonkey.com) that are not presented here in the form of graphs.

Observations are not simply perceptions or opinions.

Presentation Outline

Introduction: Demographic Profiles and Survey Feedback

1. Restructuring Services to the Members of LCC

2. The Restructuring Process

3. Restructuring the Relationships of Congregations, Pastors, and Deacons in Convention

4. Restructuring Synodical Leadership

5. Restructuring the Training of Pastors and Deacons

6. Restructuring the Relationship Between the Synod, Districts, Auxiliaries, and Listed Service Organizations.

Introduction

Demographic Profiles and Feedback on the Survey

Seven demographic profiles were included in the survey and are presented here.

The Preamble to the survey introduced two concepts related to the mission and ministry of LCC:

- 1. The mission and ministry of LCC is delivered to its members and others through eight services based on the Ten Objectives in the LCC Constitution shown on the next slides.**
- 2. The mission and ministry of LCC is delivered by a synodical family of 25 legally incorporated organizations, including the Synod, 3 Districts, 2 Seminaries, LCC Financial Ministries, 4 Auxiliaries, 13 Listed Service Organizations, and CLWR.**

Respondents were asked about their comfort level of thinking of the mission and ministry of LCC in this way.

At the end of the survey, those who completed the survey were asked to provide feedback on the survey.

Article III Objectives

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

- 1. conserve and promote the unity of the true faith (Eph. 4:3-6; 1 Cor. 1:10), work through its official structure toward fellowship with other Christian church bodies, and provide a united defence against schism, sectarianism (Rom. 16:17), and heresy;*
- 2. strengthen congregations and their members in giving bold witness by word and deed to the love and work of God, the Father, Son, and Holy Spirit, and extend that Gospel witness into all the world;*
- 3. recruit and train pastors, deacons, and other professional church workers and provide opportunity for their continuing growth;*
- 4. provide opportunities through which its members express their Christian concern, love, and compassion in meeting human needs;*
- 5. aid congregations to develop processes of thorough Christian education and nurture and to establish agencies of Christian education such as elementary and secondary schools;*

Services

- 1. Ecclesiastical Supervision*
- 2. Building Community*
- 3. Care for Members*
- 4. Training Church Workers*
- 5. Canadian Missions*
- 6. World Missions*
- 7. Social Ministry*

Objectives

6. *aid congregations by providing a variety of resources and opportunities for recognizing, promoting, expressing, conserving, and defending their confessional unity in the true faith;*
7. *encourage congregations to strive for uniformity in church practice, but also to develop an appreciation of a variety of responsible practices and customs which are in harmony with our common profession of faith;*
8. *provide evangelical supervision, counsel, and care for pastors, deacons, and other professional church workers in the performance of their official duties;*
9. *provide protection for congregations, pastors, deacons, and other church workers in the performance of their official duties and the maintenance of their rights;*
10. *aid in providing for the welfare of pastors, deacons, and other church workers, and their families, in the event of illness, disability, retirement, special need, or death.*

Services

3. Care for Members

1. Ecclesiastical Supervision

2. Building Community

1. Ecclesiastical Supervision

2. Care for Members

2. Care for members

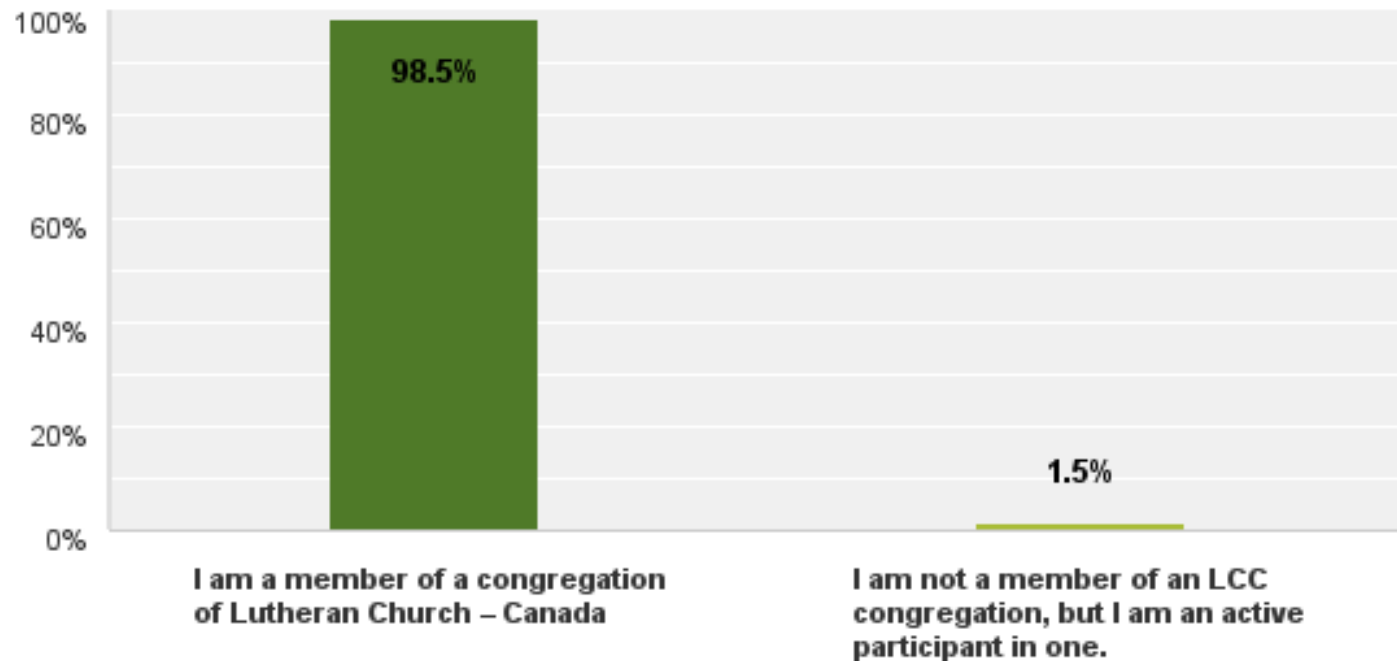
8. Financial Services

Introduction

Demographic Profiles and Feedback on the Survey

Q2 1. Membership

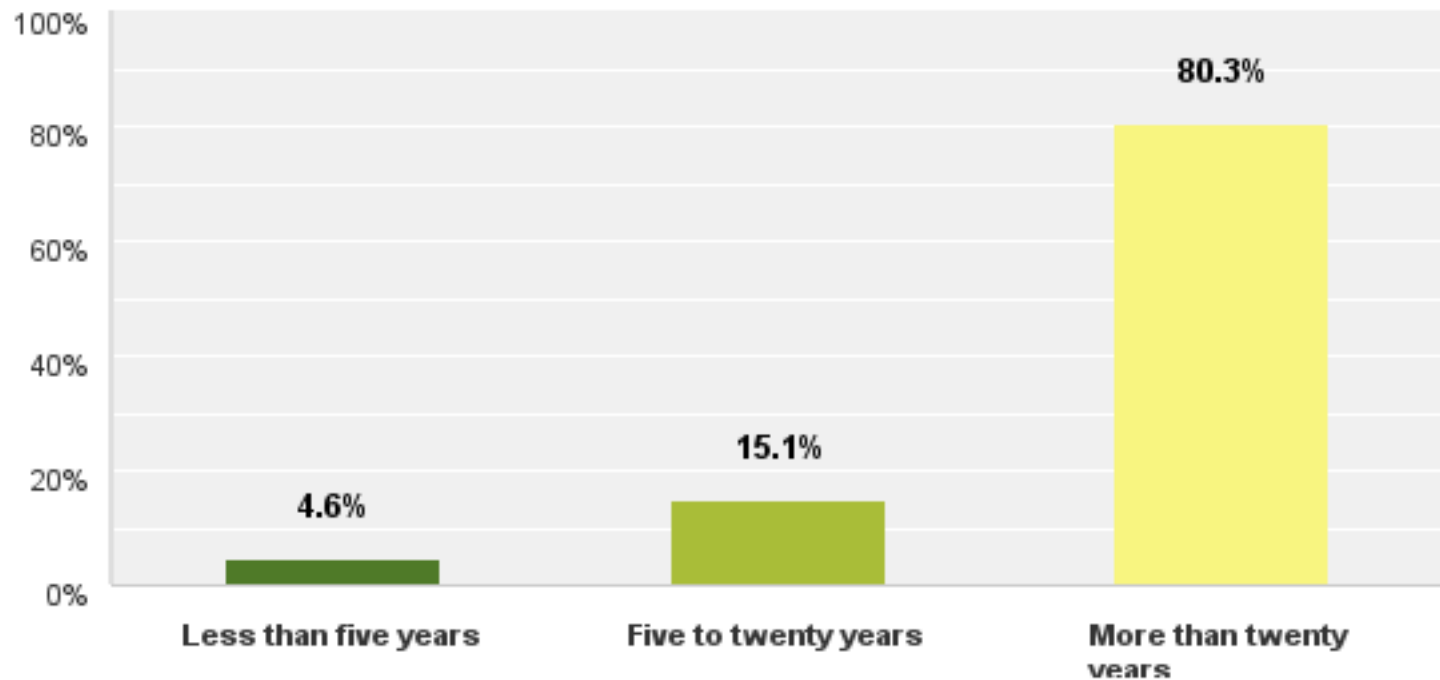
Answered: 2,049 Skipped: 0



Member	Participant
2,019	30

Q3 2. I have been a member of a Lutheran Church Canada congregation for:

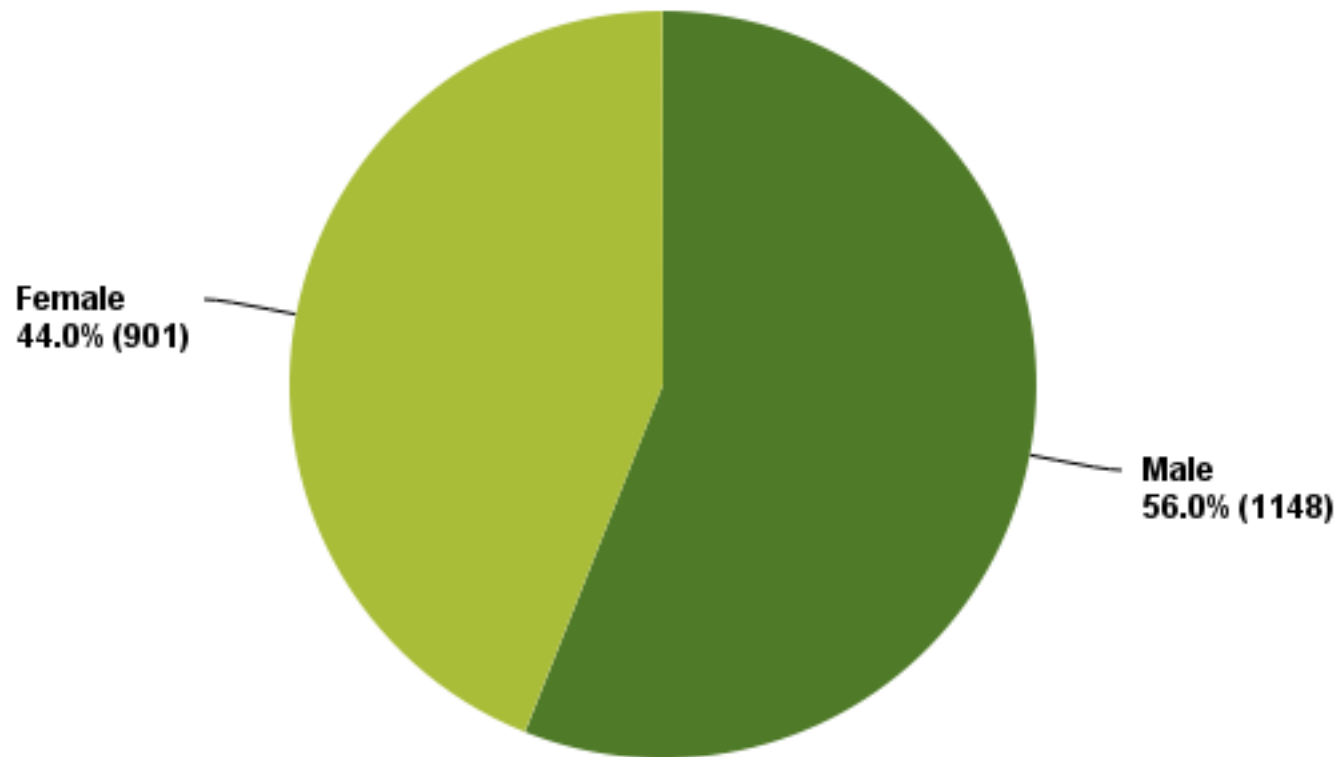
Answered: 2,049 Skipped: 0



Less than 5	5 to 20	More than 20
95	309	1645

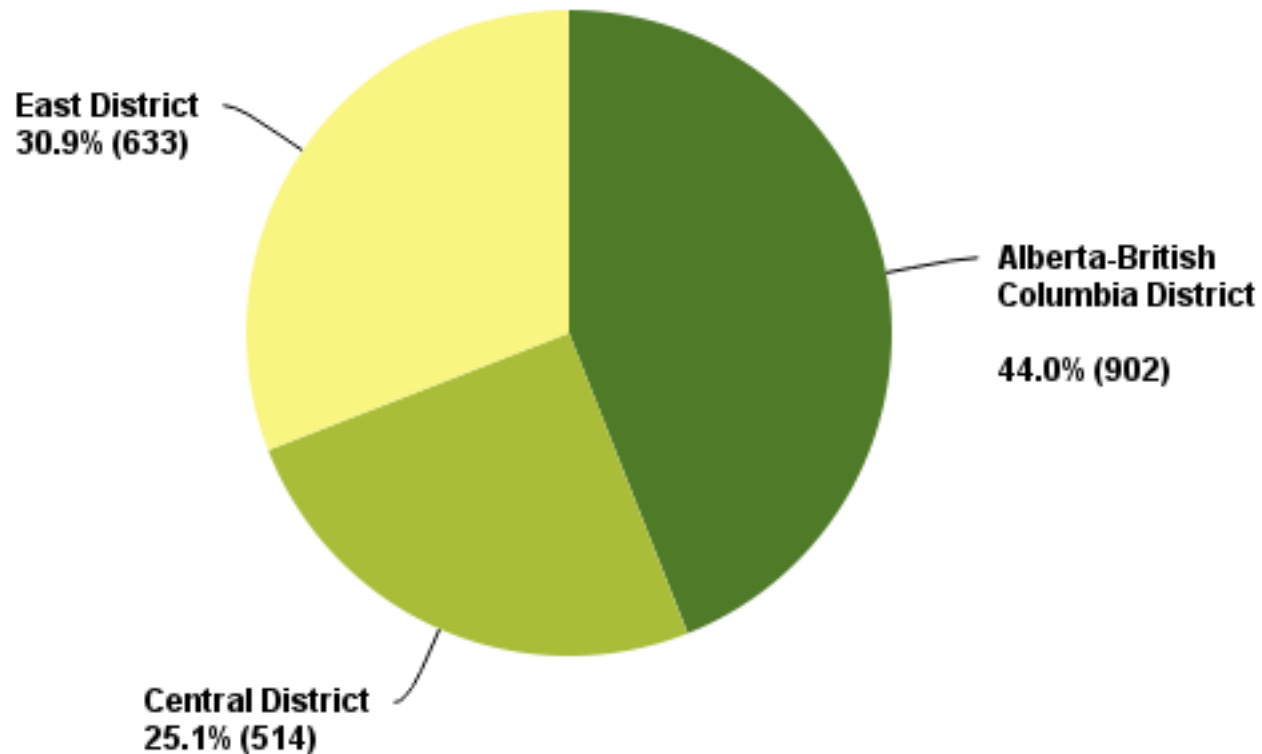
Q4 3. I am:

Answered: 2,049 Skipped: 0



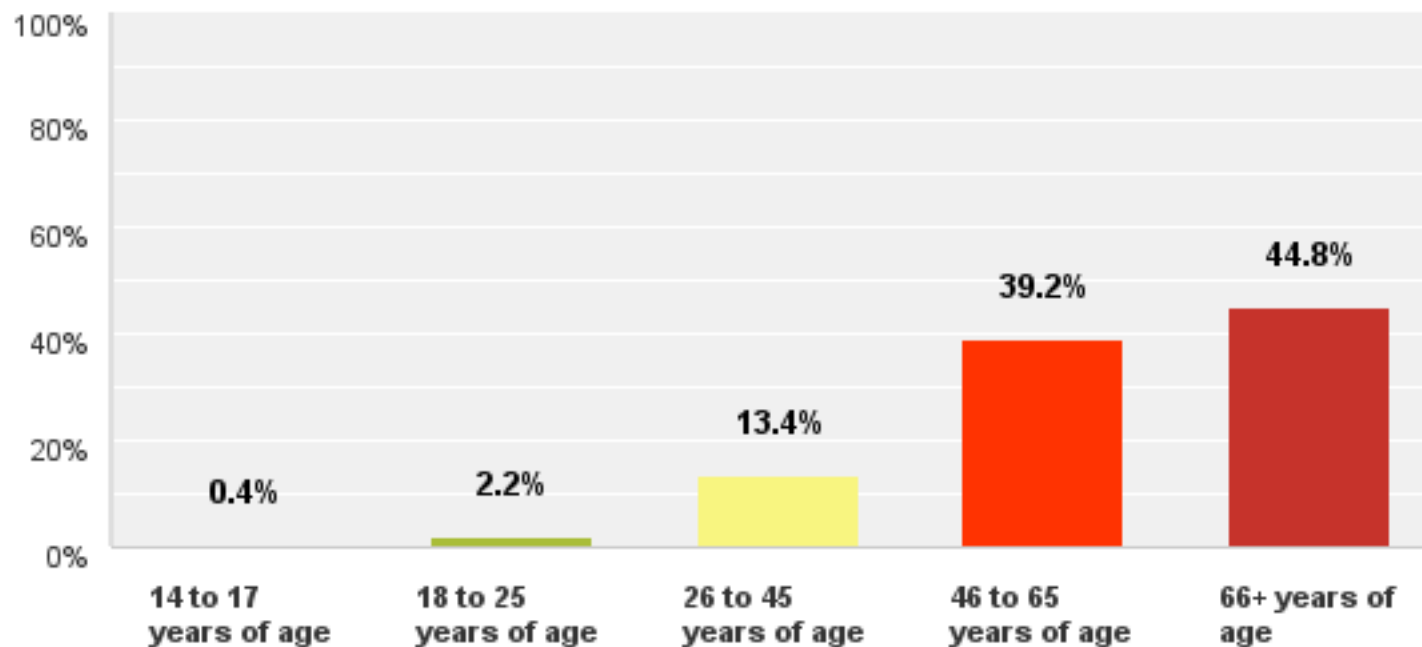
Q5 4. My congregation belongs to the following District:

Answered: 2,049 Skipped: 0



Q6 5. I am in the following age range:

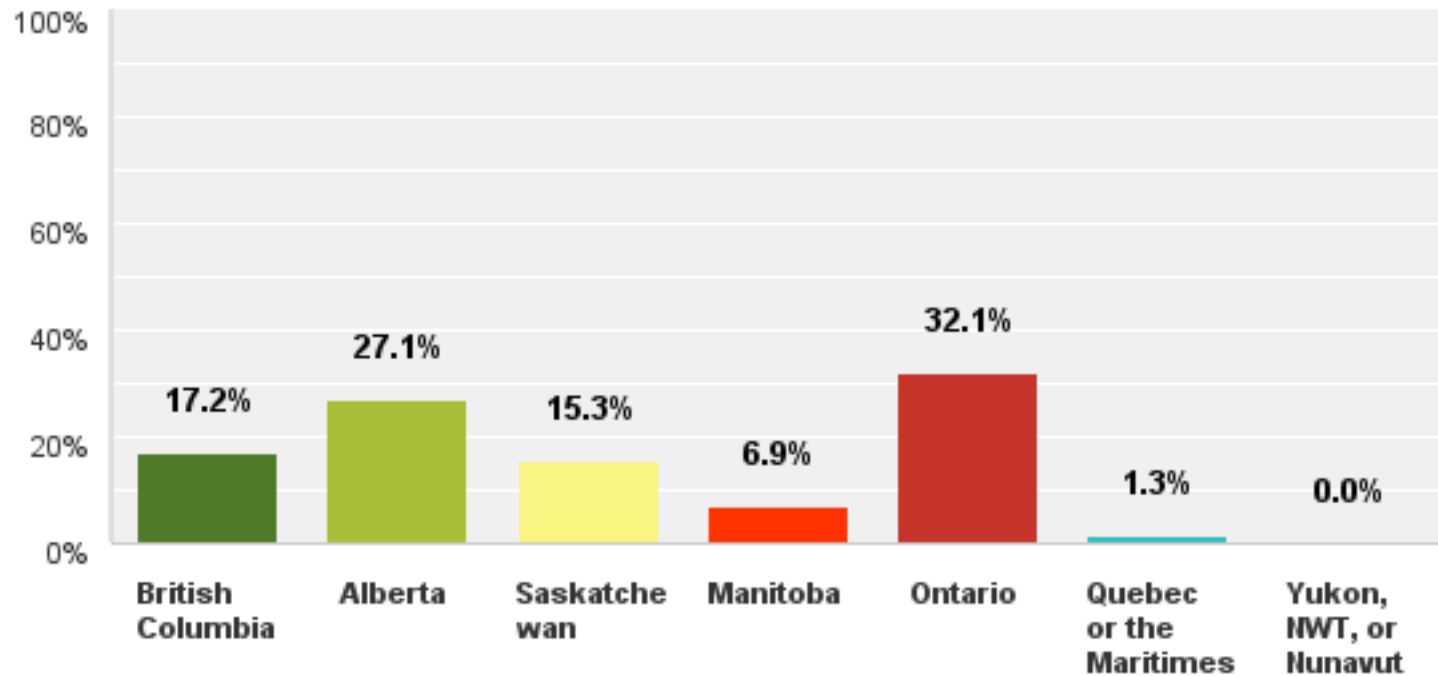
Answered: 2,049 Skipped: 0



14-17	18-25	26-45	46-65	65+
8	45	274	804	918

Q7 6. I live in:

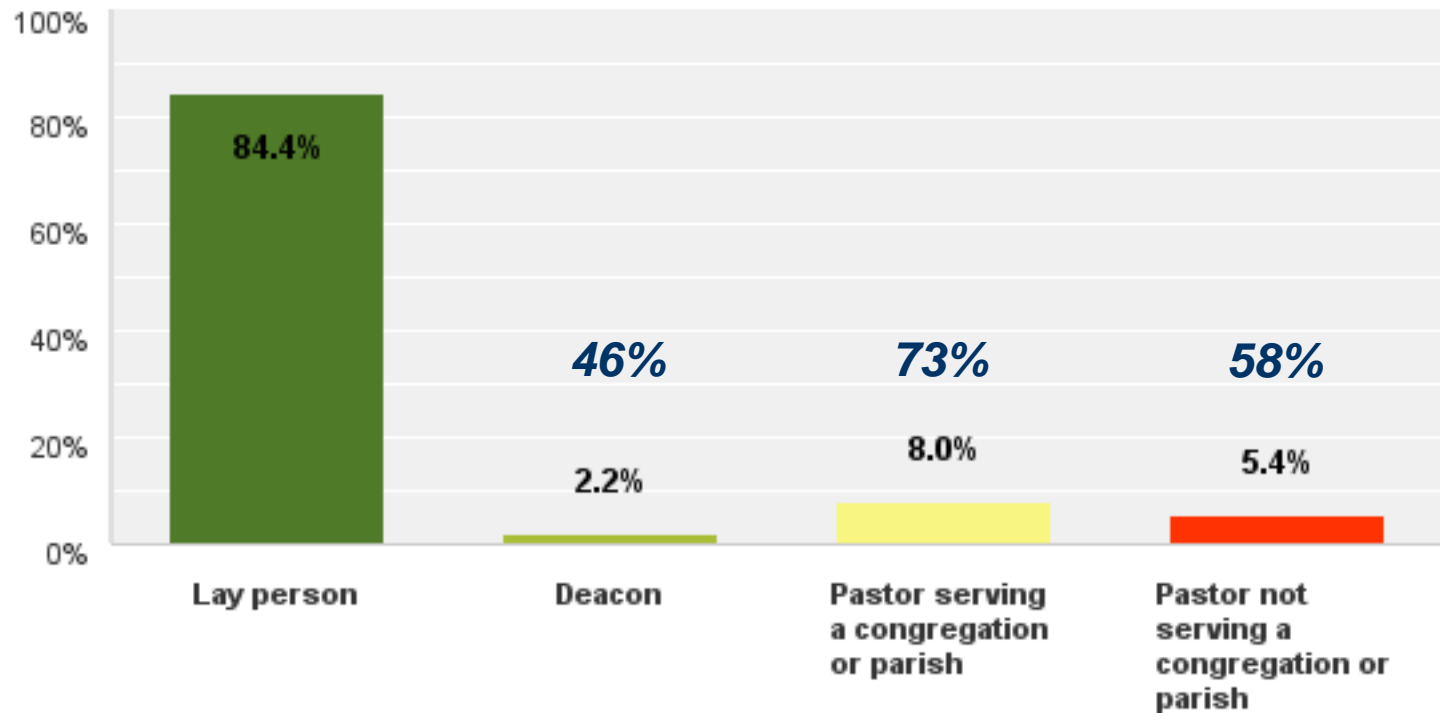
Answered: 2,049 Skipped: 0



BC	AB	SK	MB	ON	PQ+	YK+
353	555	314	142	658	26	1

Q8 7. I am a:

Answered: 2,049 Skipped: 0



Lay person	Deacon	Parish Pastor	Advisory Pastor
1,729	45	164	111

Demographic Profiles and Feedback on the Survey

Observation

The demographic graphs and all the graphs of survey statements are based on the 2,049 responses received by midnight on March 9, 2016.

Observation

84% of the respondents are 46 years old and older and have been members of an LCC congregation for more than 20 years. Only 2.6% of participating members are 25 years old or younger.

Observation

The two demographic profiles that are most significant are Districts and Membership (lay persons, deacons, and the two groups of pastors). Some statements reflect these demographics.

Observation

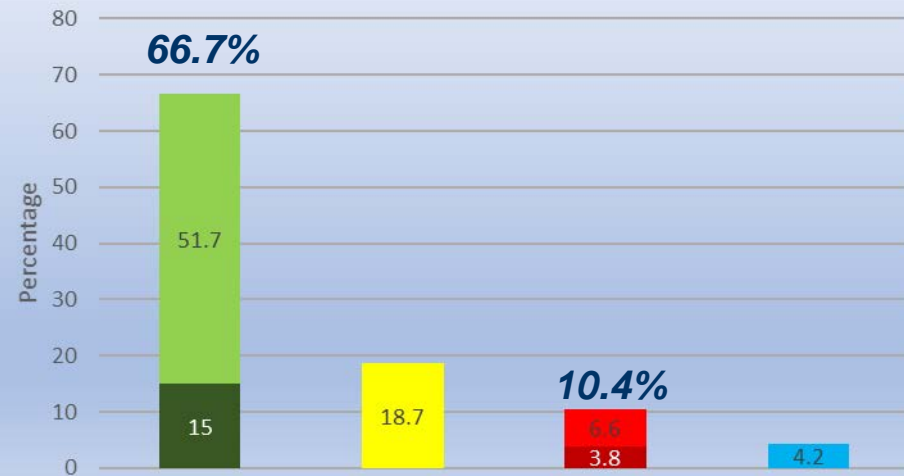
The results at the end of the survey were very similar to mid-survey in all of the survey statements, indicating consistency in results as the number of responses grows.

Survey Feedback

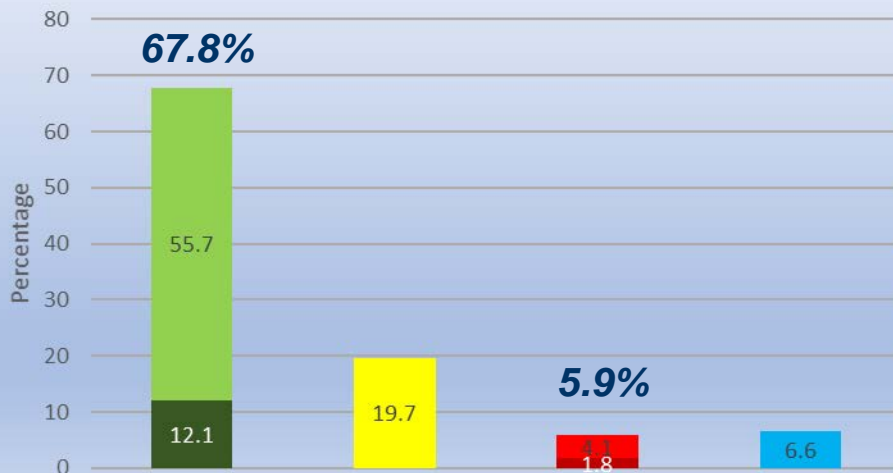
Observation

Members express a high degree of confidence that the survey will be helpful in guiding the restructuring process. The numbers of members that agree to these statements are among the highest in the survey.

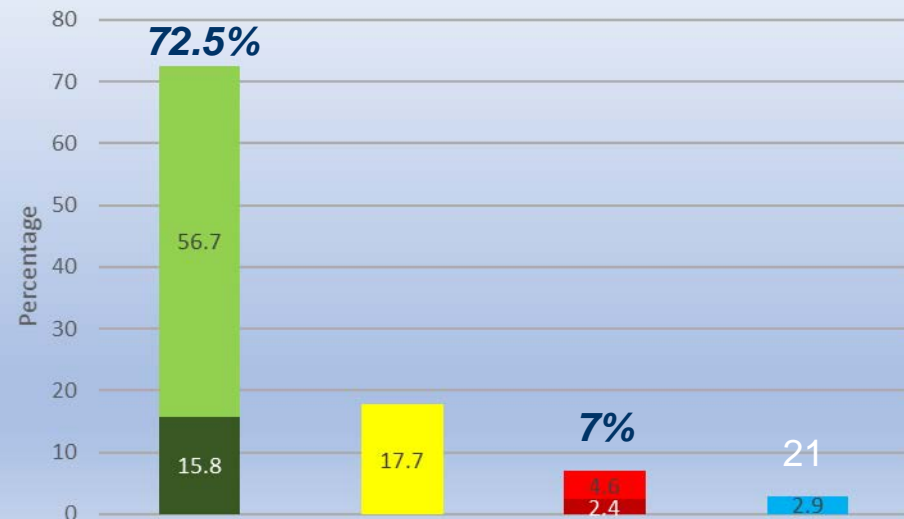
56. This survey is a helpful part in the process of restructuring LCC.
(LCC - All Responses)



57. The thoughts and feelings that I share in my responses to this survey and also in my comments will be taken seriously. (LCC)



58. Completing this survey was worth my time.
(LCC - All Responses)

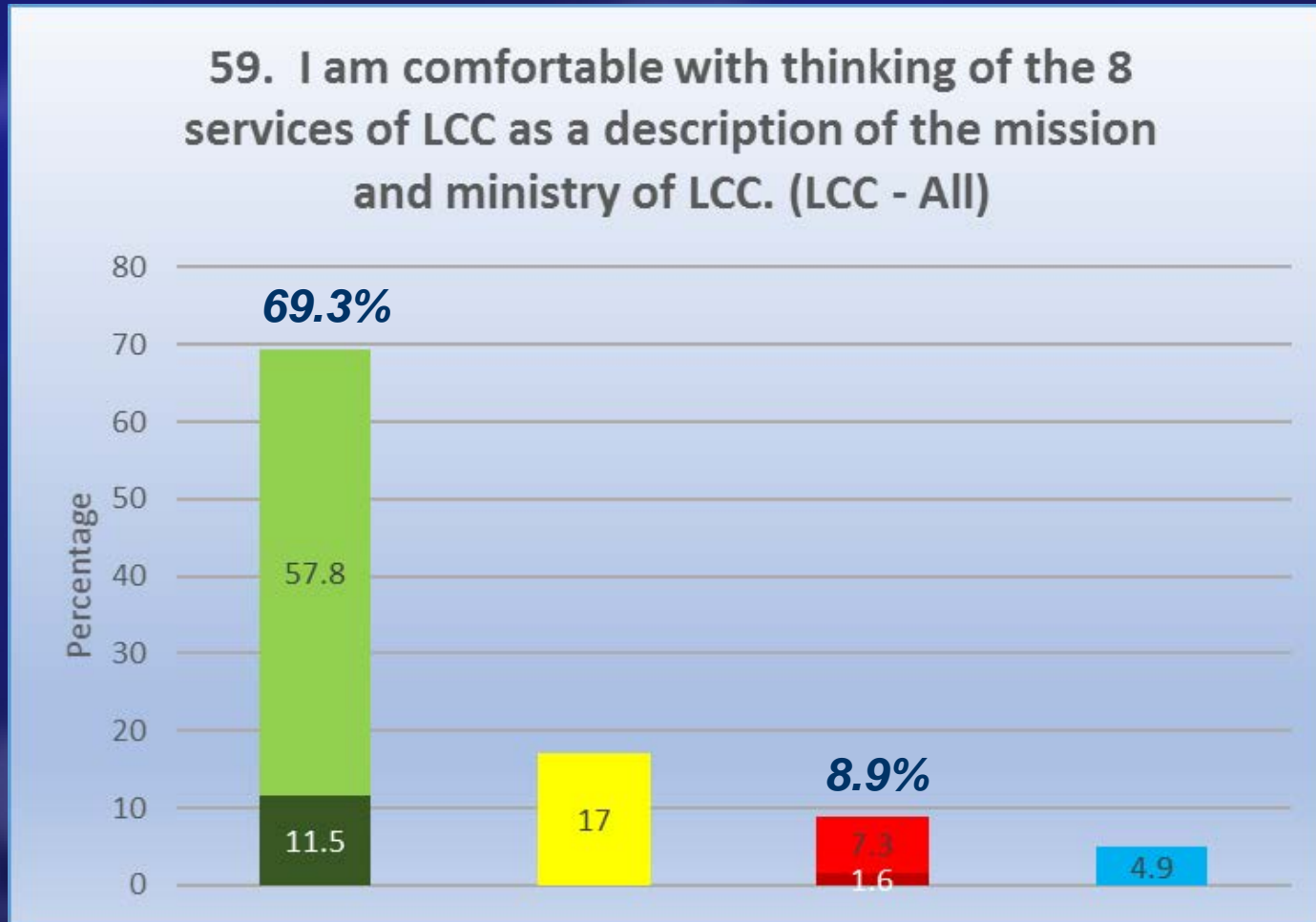


Part One

Restructuring LCC Services to the Members of the Synod – Congregations, Pastors and Deacons

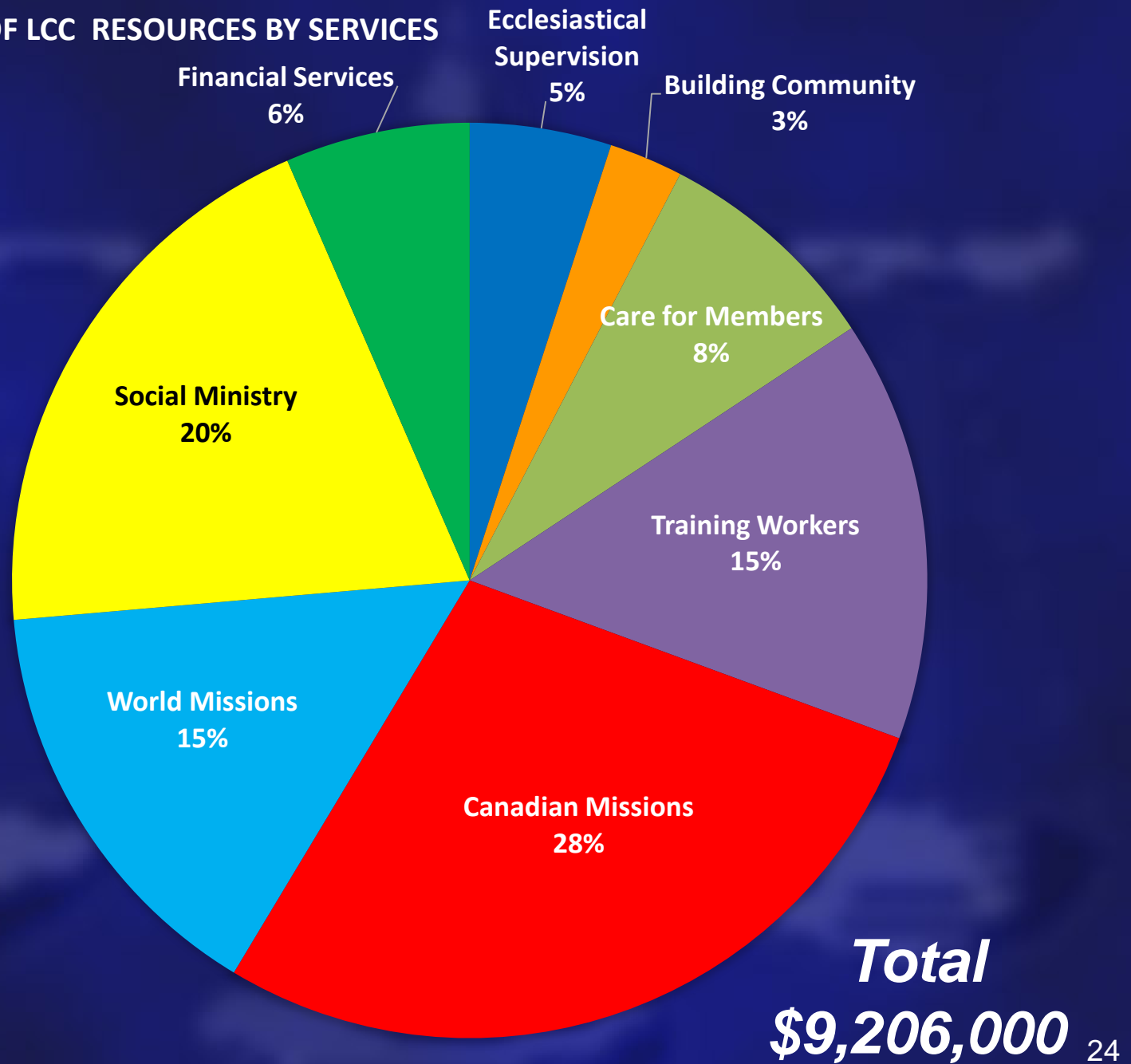
- 1. Ecclesiastical Supervision of Doctrine and Practice***
- 2. Building Community***
- 3. Care for Members***
- 4. Training Church Workers (Pastors and Deacons)***
- 5. Canadian Missions***
- 6. World Missions***
- 7. Social Ministry***
- 8. Financial Services***

Restructuring LCC Services to the Members of the Synod – Congregations, Pastors and Deacons

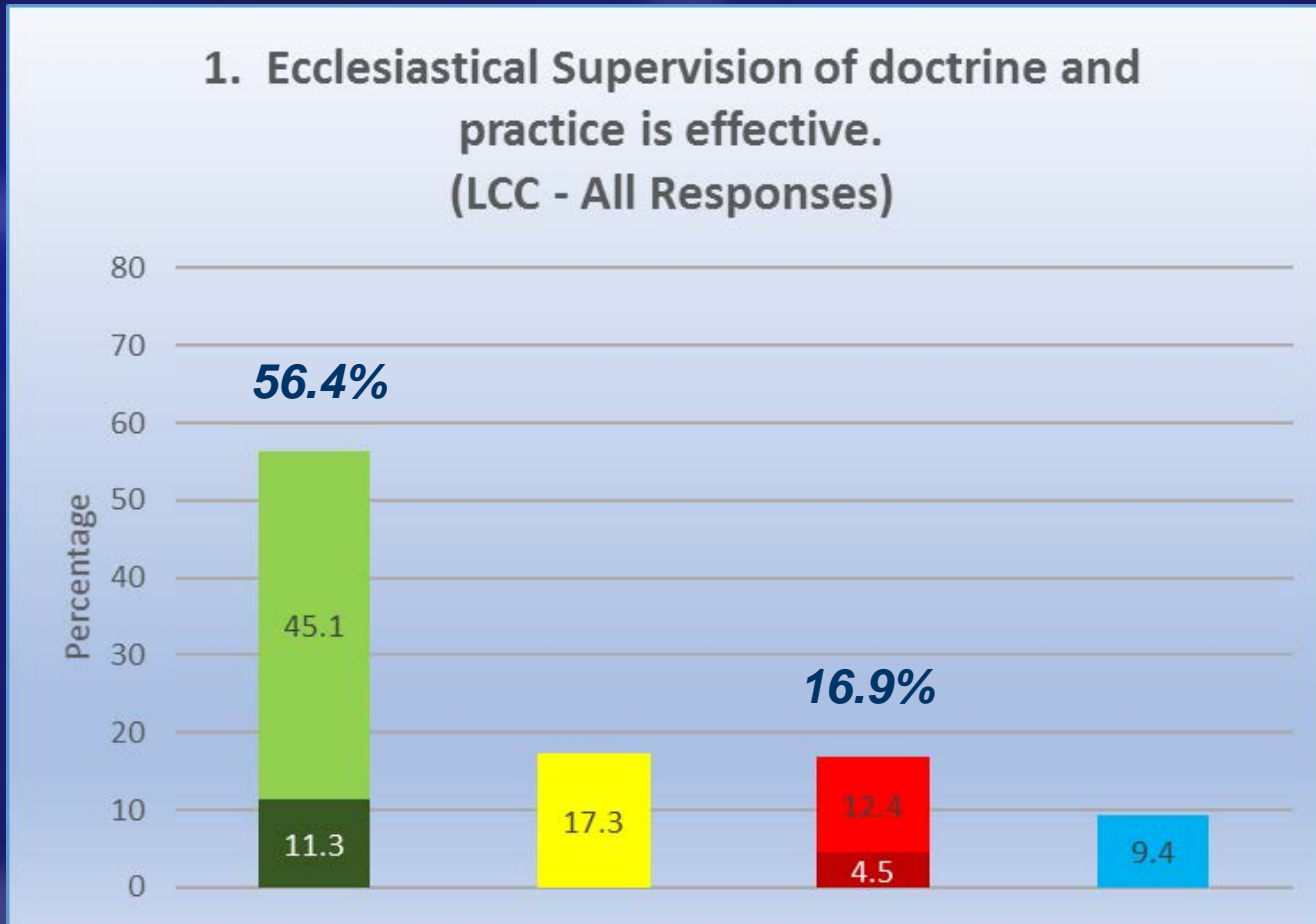


The relationship between these services in their cost of delivery in 2014 is shown on the next slide.

2014 ALLOCATION OF LCC RESOURCES BY SERVICES



LCC Service #1 – Ecclesiastical Supervision

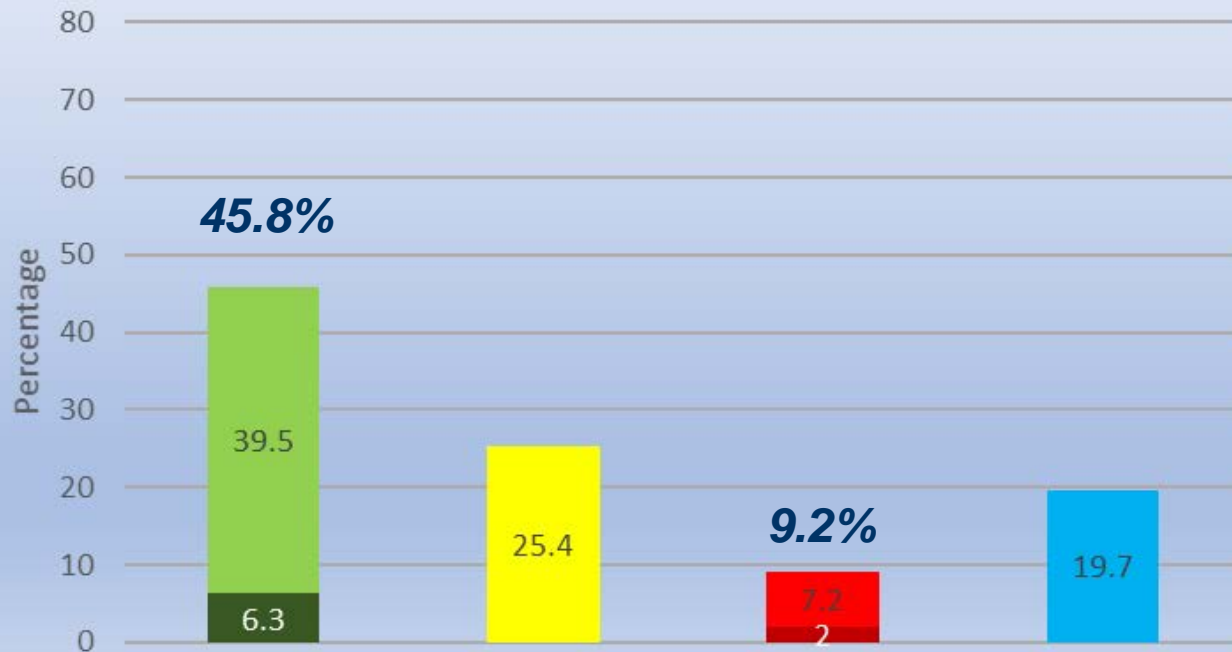


Observation

Considered by some as the most important service that LCC offers its members, there is strong support for the current effectiveness of Ecclesiastical Supervision.

LCC Service #1 – CTCR Authority

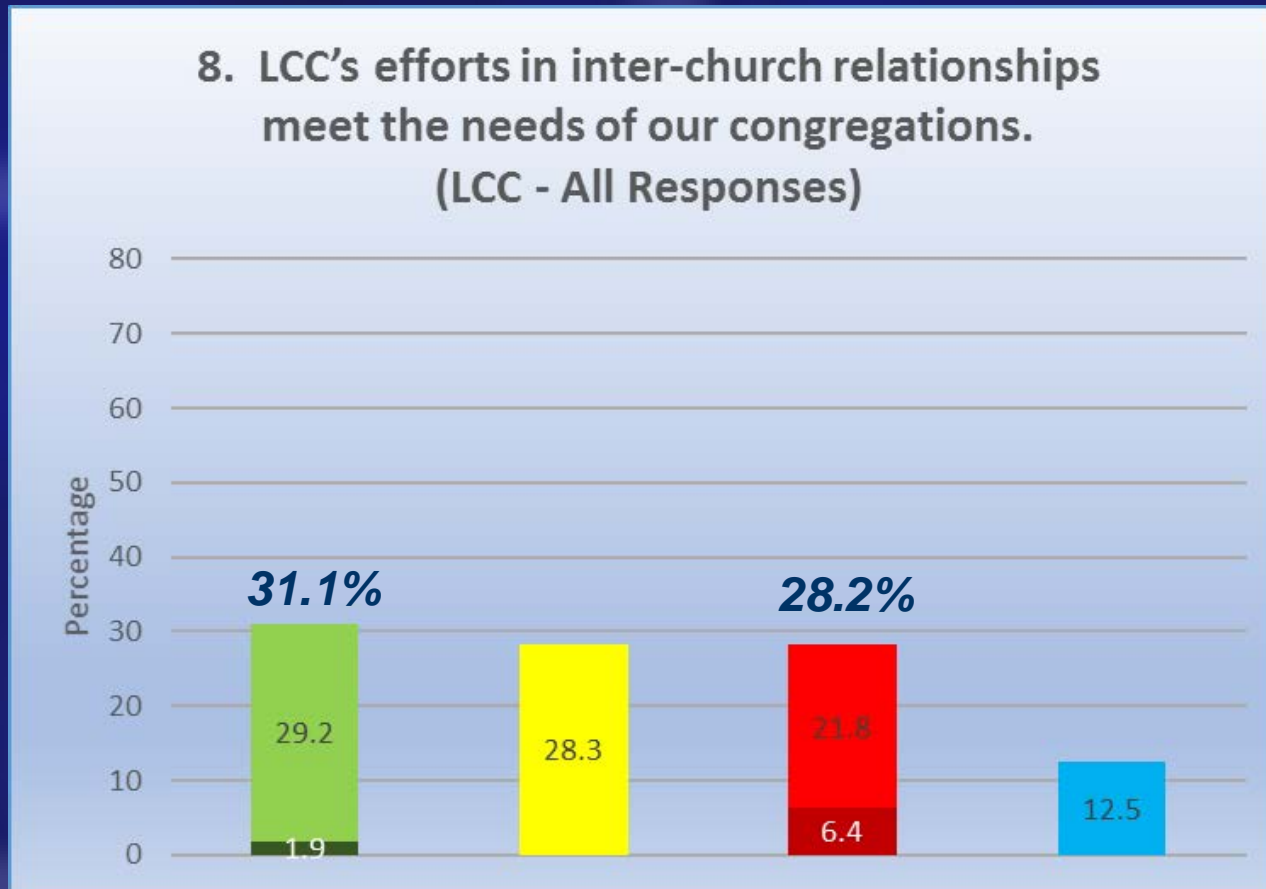
2. The CTCR has the right amount of authority
in matters of doctrine and practice.
(LCC - All Responses)



Observation

The members who are acquainted with the level of authority delegated to the CTCR agree that it is appropriate. While there is uncertainty and a lack of opinion, there is little disagreement.

LCC Service #1 – Inter-church Relationships



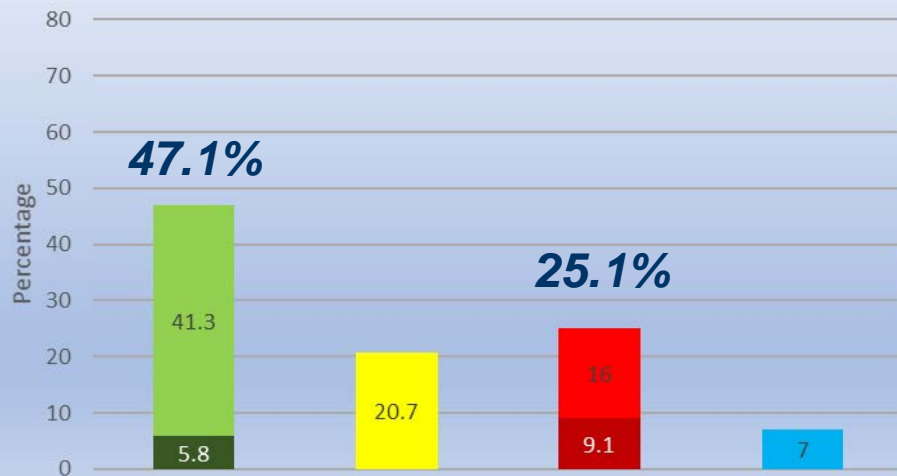
Observation

The confusion about the meaning of “inter-church”, as seen in the comments, renders the results of this statement of little value.

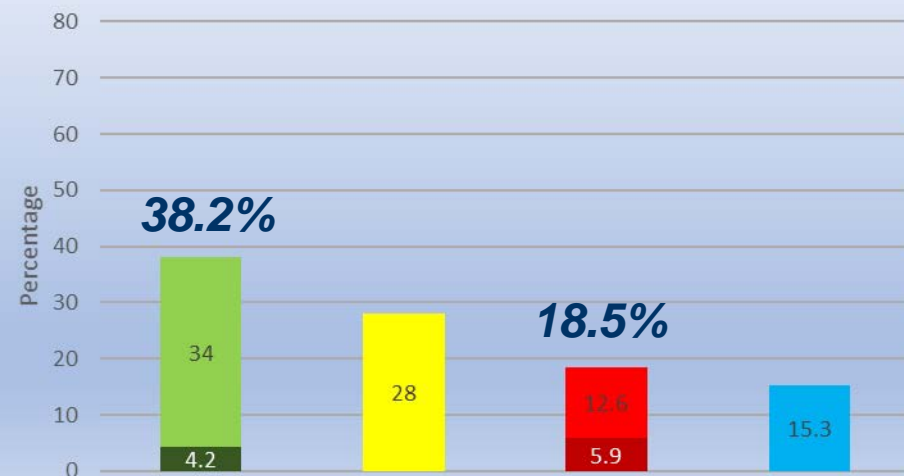
LCC Service #2 – Building Community

Health of Current Relationships

18. The relationship between my congregation and my District is healthy.
(LCC - All Responses)



44. The relationship between my District and the Synod is healthy.
(LCC - All Responses)



Observation

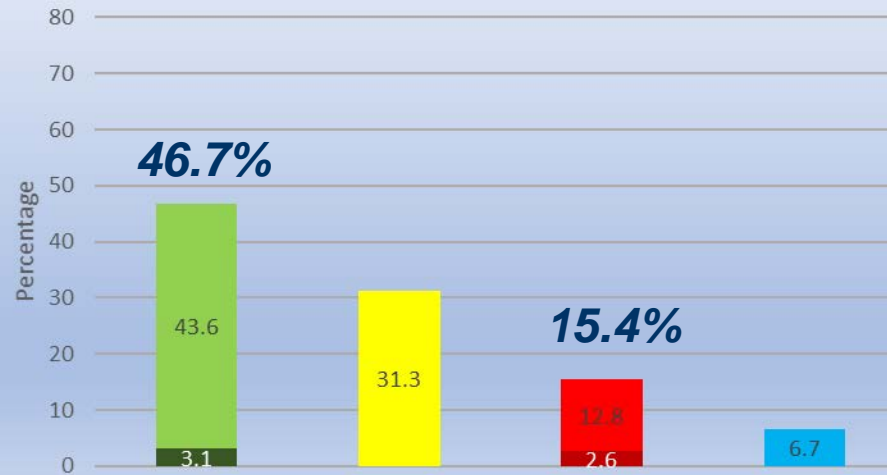
Overall, less than 50% of the respondents agree that either of these two relationships are healthy.

Observation

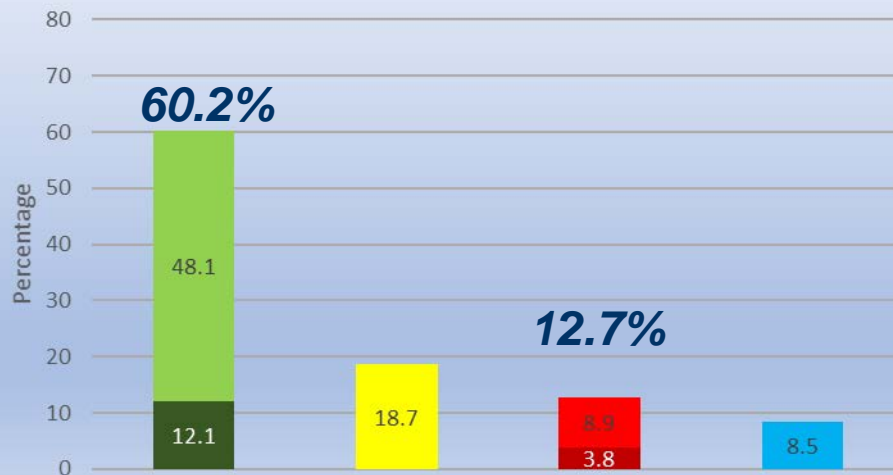
The variance by District, shown on the next two slides, indicates that the perceptions within the East District are the most positive and the perceptions in the ABC District are the most negative.

LCC Service #2 – Building Community – Health of Relationships

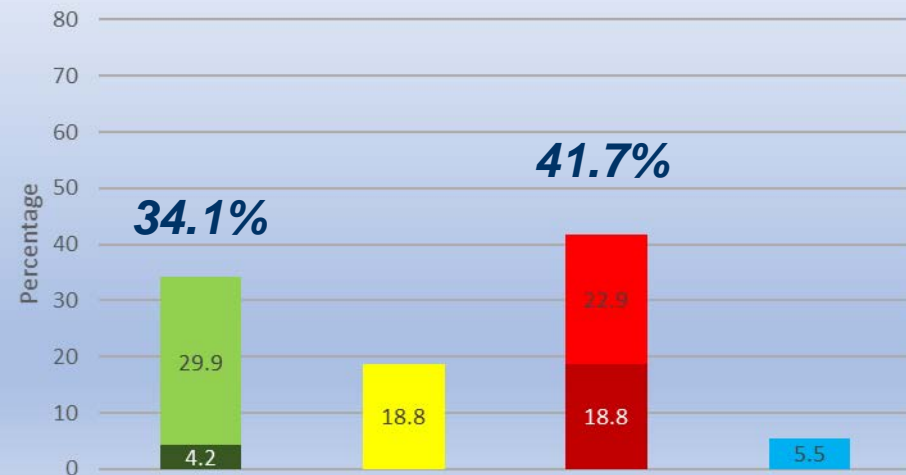
18. The relationship between my congregation and my District is healthy.
(Central District)



18. The relationship between my congregation and my District is healthy.
(East)

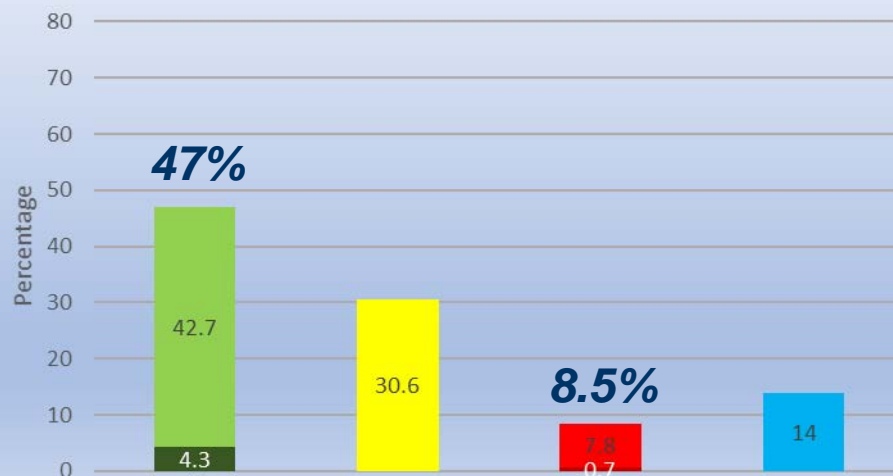


18. The relationship between my congregation and my District is healthy.
(ABC District)

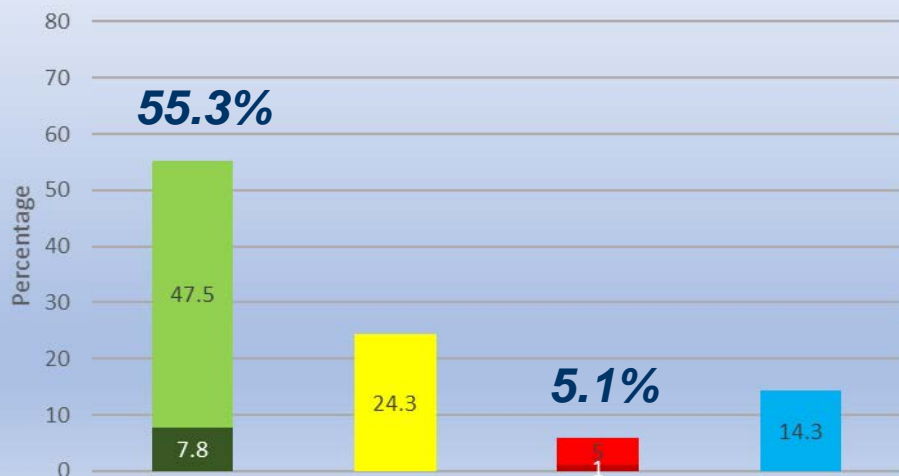


LCC Service #2 – Building Community – Health of Relationships

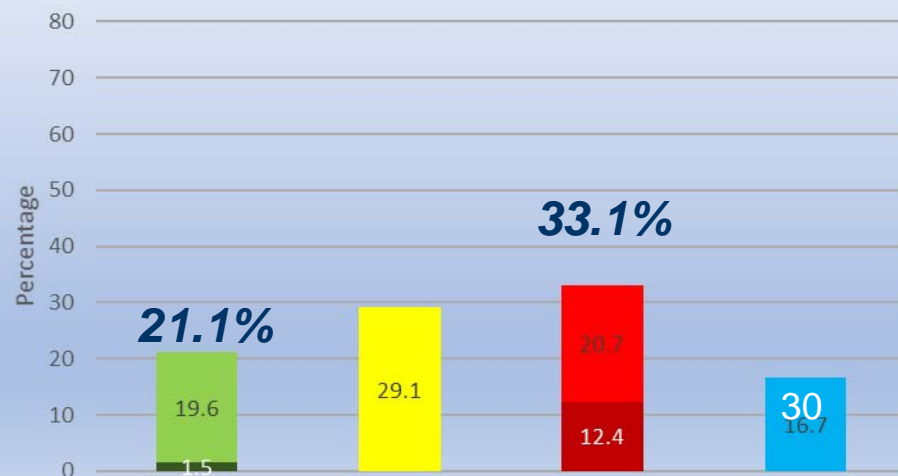
44. The relationship between my District and the Synod is healthy.
(Central District)



44. The relationship between my District and the Synod is healthy.
(East District)



44. The relationship between my District and the Synod is healthy.
(ABC District)

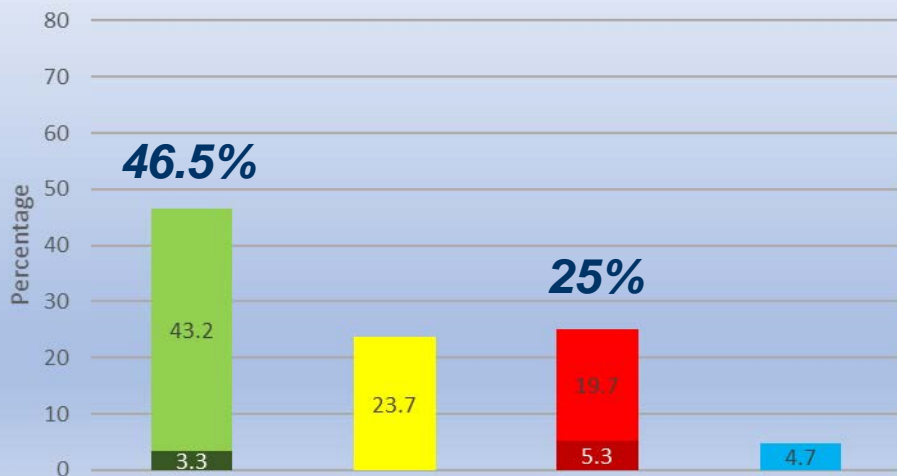


LCC Service #2 – Building Community Through Communication

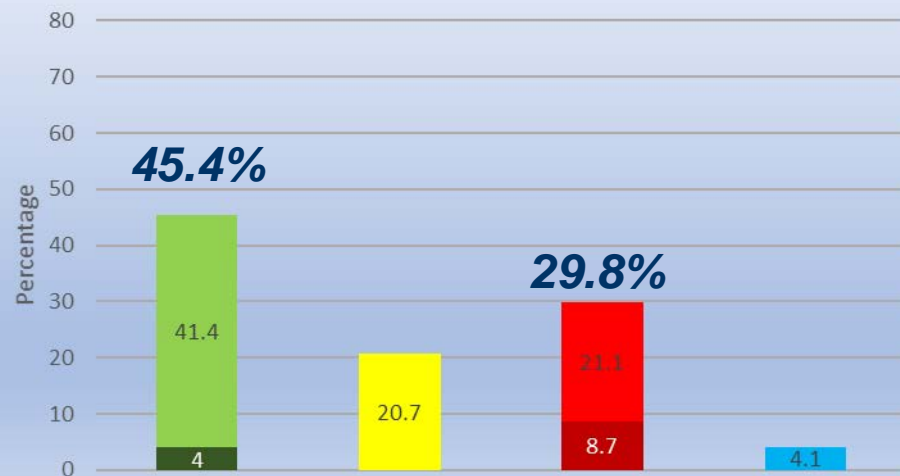
Observation

Overall, more than half of LCC members would like more information from both Districts and the Synod.

11. I receive the right amount of information from the Synod.
(LCC - All Responses)



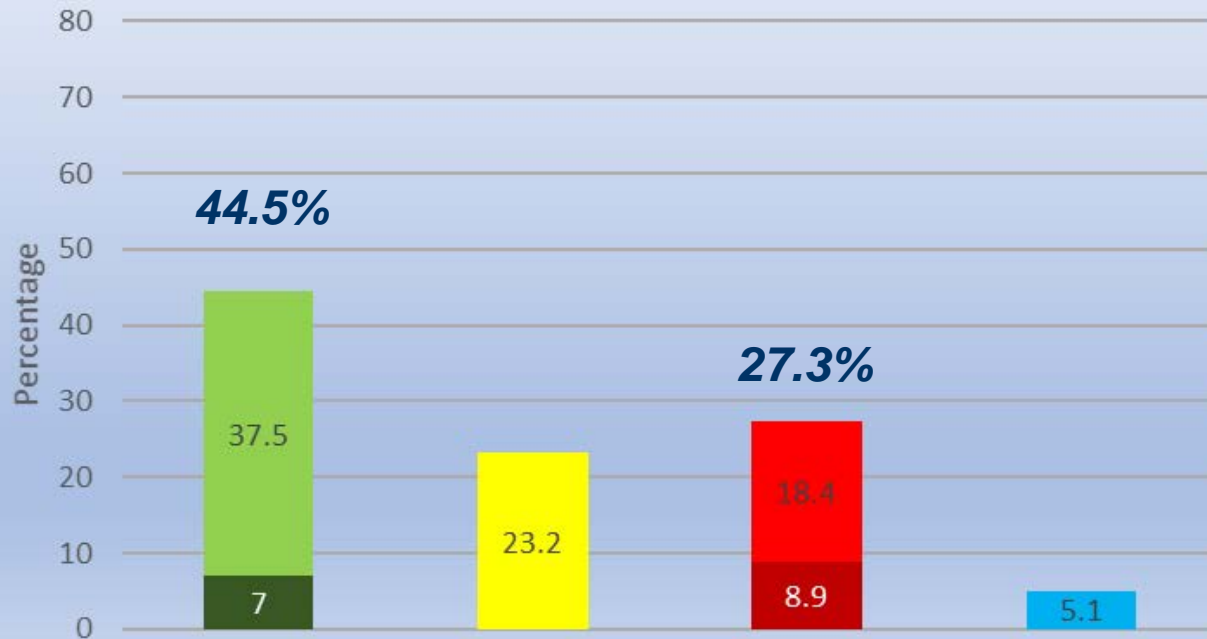
12. I receive the right amount of information from my District.
(LCC - All Responses)



District Info	Agree	Neutral	Disagree	No Opinion
ABC	39.9%	19.9%	36.6%	3.6%
Central	41.2%	23.2%	29.9%	5.6%
East	57.1%	19.6%	19.8%	3.5%

LCC Service #3 – Care for Members – Congregations

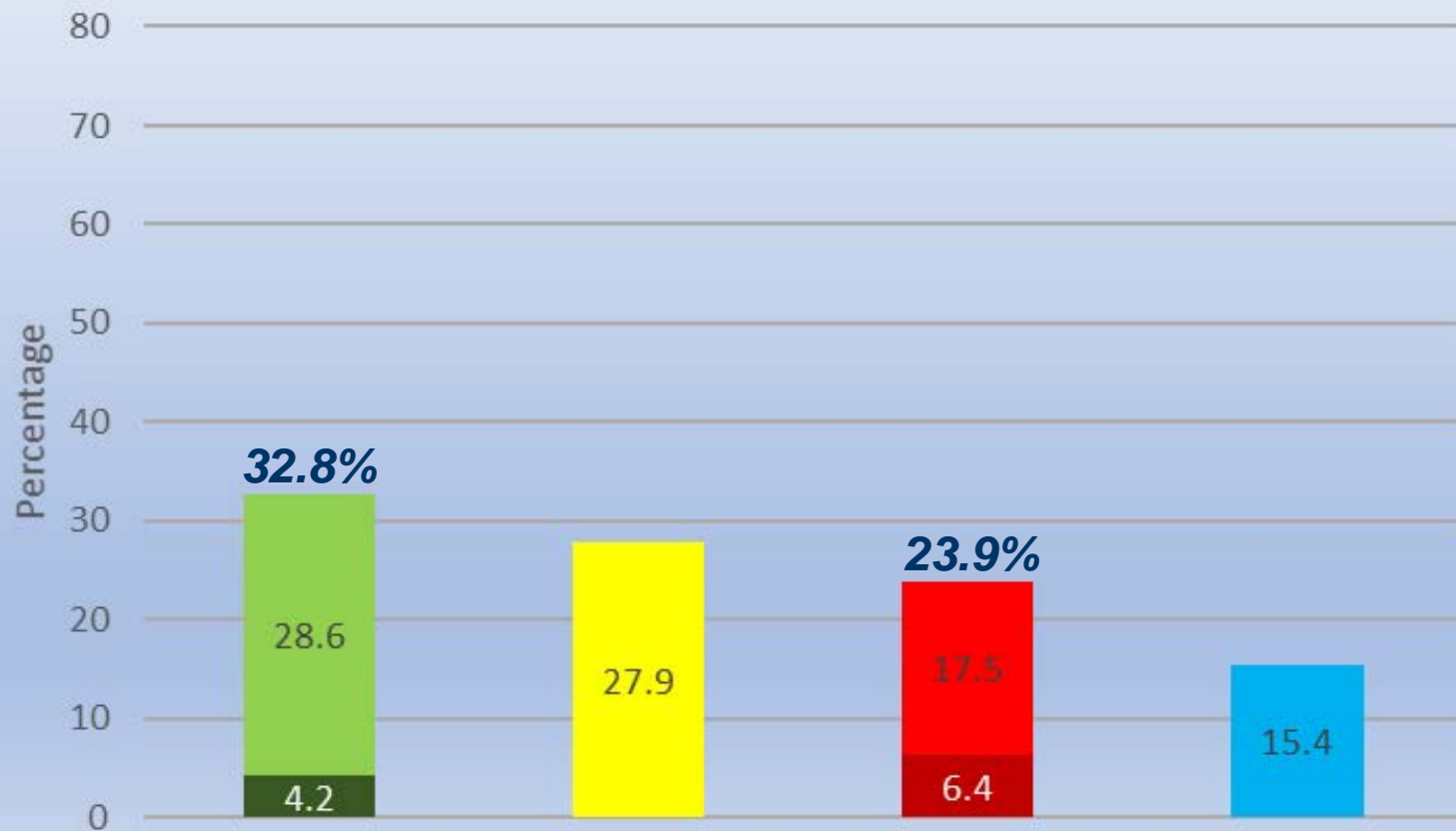
9. Our congregation values the parish services, e.g. stewardship, youth, education, that our District provides. (LCC - All Responses)



Numbers are in %	Agree	Neutral	Disagree	No Opinion
ABC	42.8	22.7	28.3	6.2
Central	48.0	23.6	22.6	5.9
East	50.4	20.7	22.2	6.7

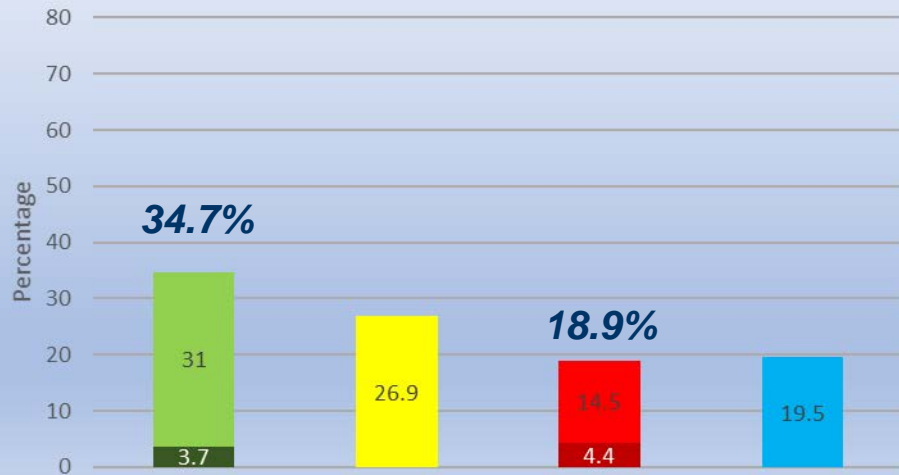
LCC Service #3 – Care for Members – Pastors and Deacons

3. Pastors and Deacons receive the appropriate quality of spiritual care from LCC. (LCC - All Responses)

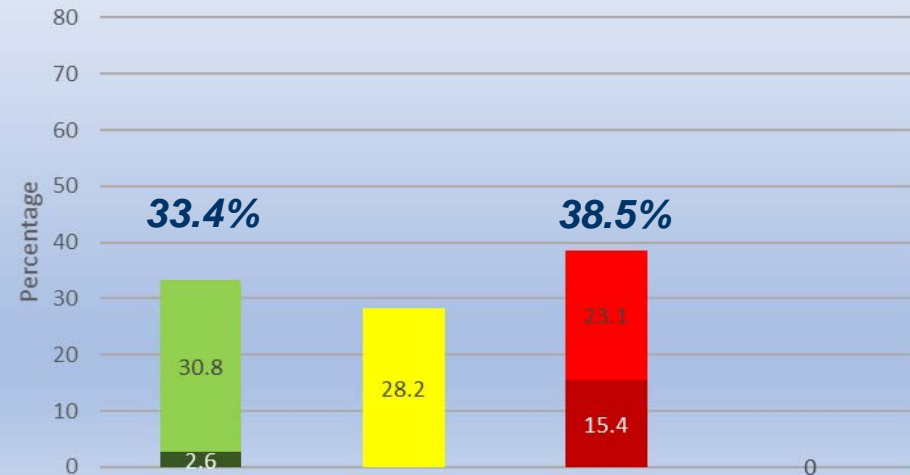


LCC Service #3 – Care for Members – Pastors and Deacons

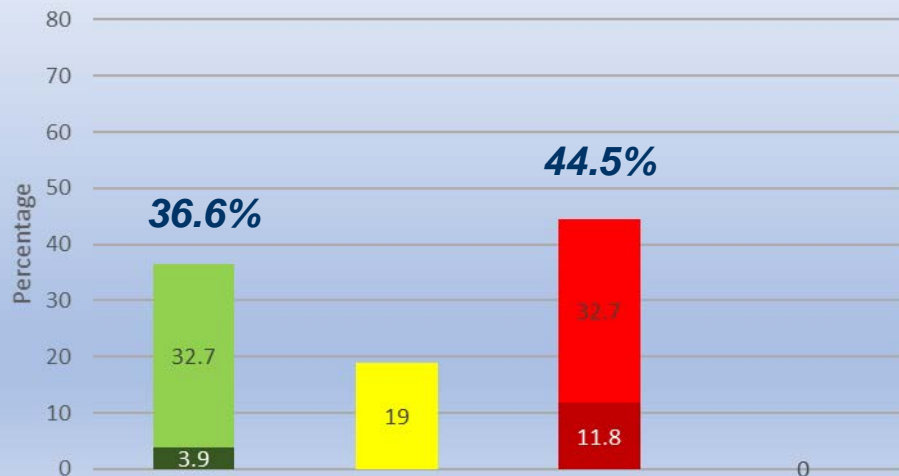
3. Pastors and Deacons receive the appropriate quality of spiritual care from LCC.
(Lay Persons)



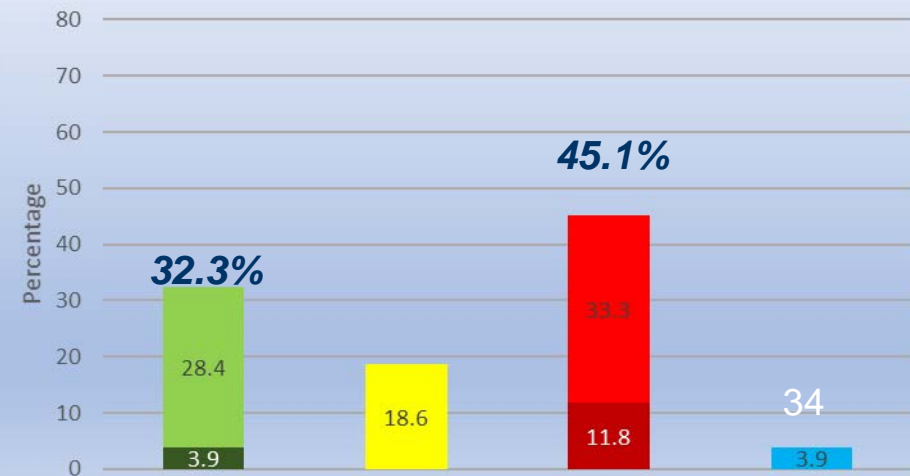
3. Pastors and Deacons receive the appropriate quality of spiritual care from LCC.
(Deacons)



3. Pastors and Deacons receive the appropriate quality of spiritual care from LCC.
(Pastors Serving Congregations/Parishes)



3. Pastors and Deacons receive the appropriate quality of spiritual care from LCC.
(Pastors Not Serving Congregations/Parishes)



LCC Service # 3 – Care for Members – Pastors and Deacons Observations

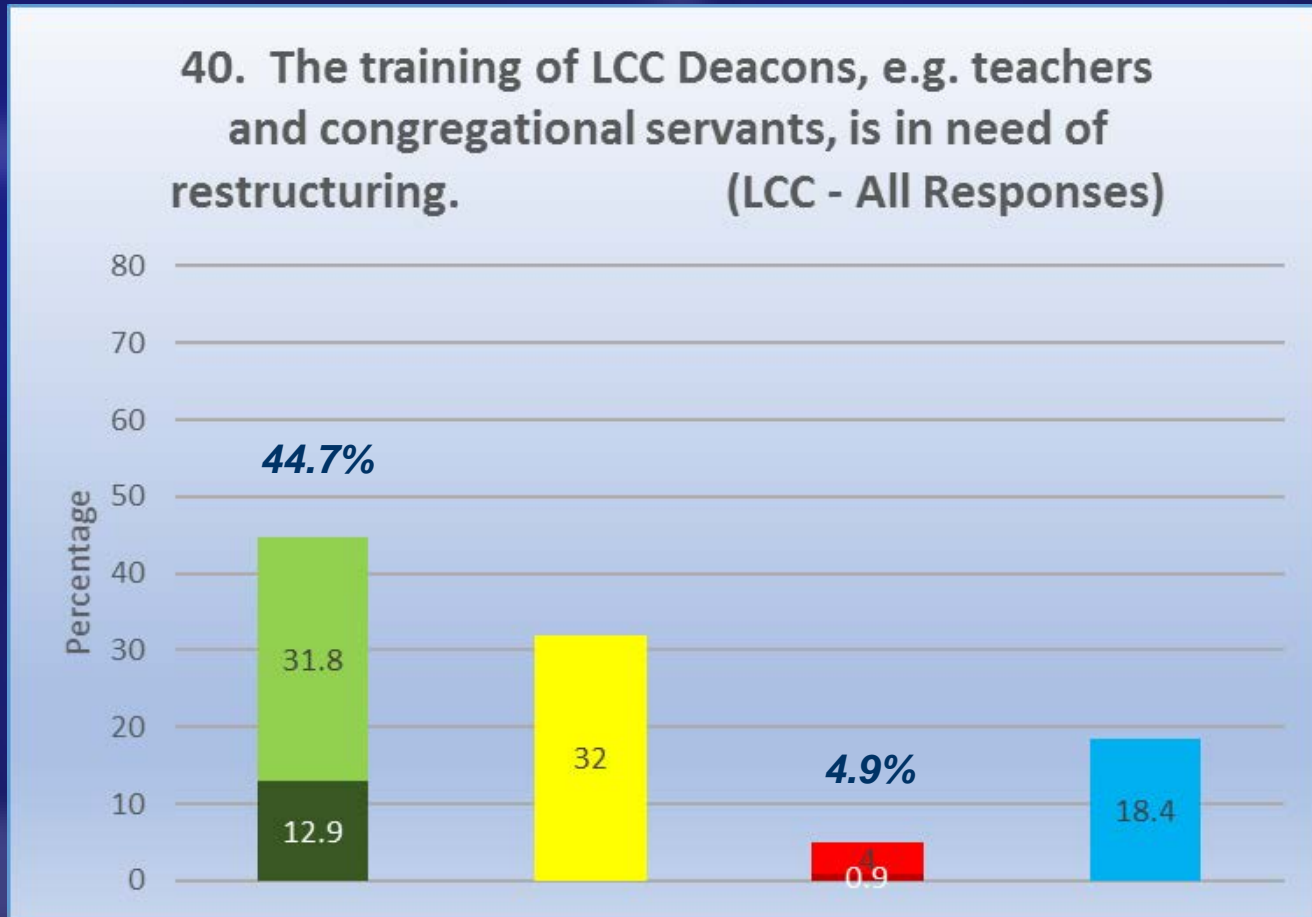
Observation – Care for Congregations

The responses to this statement suggests a rather unenthusiastic perception of the value of parish services the Districts provide. The table demonstrates some variance among Districts.

Observation – Care for Pastors and Deacons

Reviewing this statement by the demographics of lay persons, deacons, pastor serving congregations, and pastors not serving congregations we observe significant differences in the perceptions of spiritual care received by lay persons and church workers. The agreement is similar, but disagreement is different.

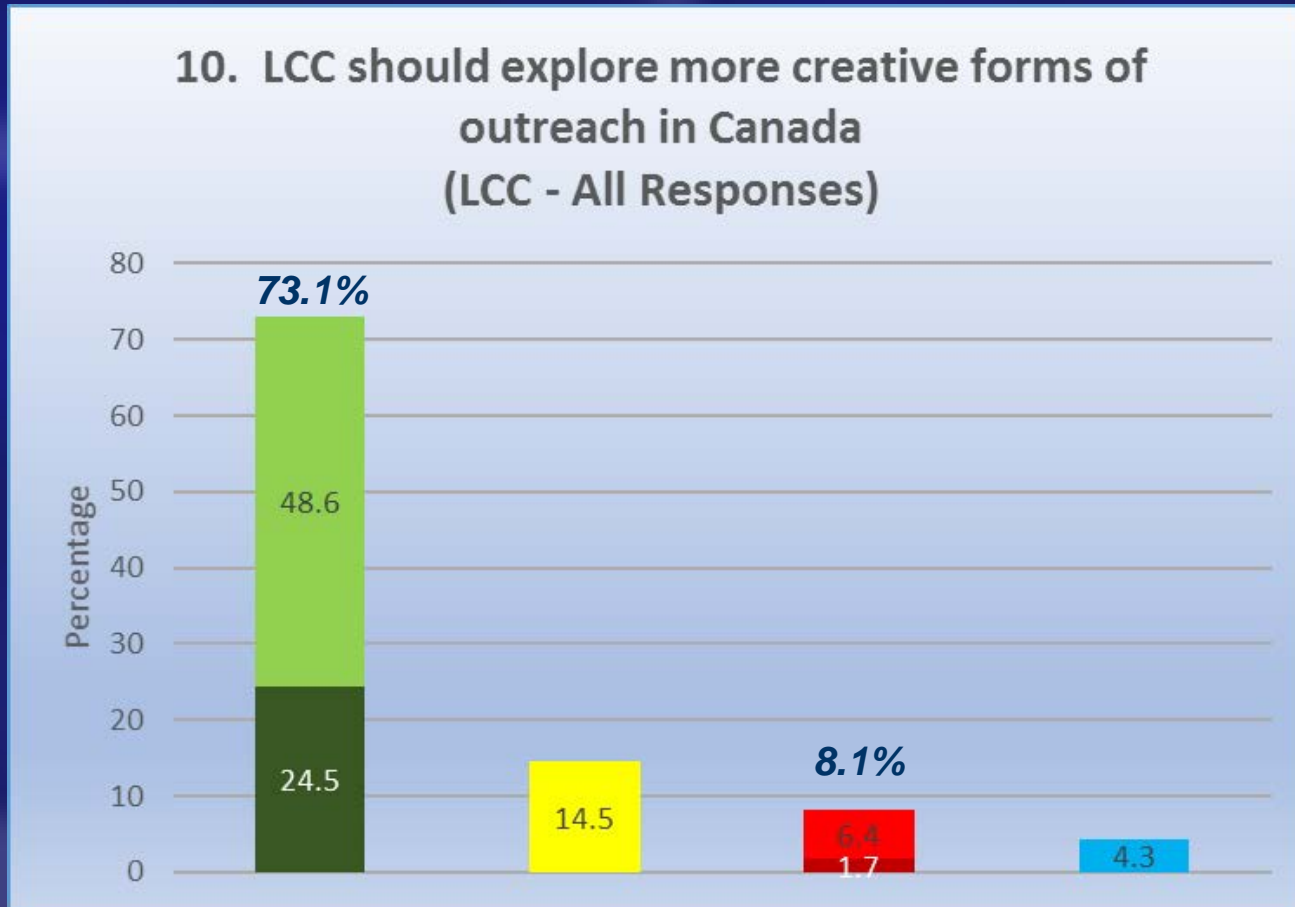
LCC Service # 4 – Training of Church Workers



Observation

Nearly all of the members who do have a point of view agree that some restructuring of the training of Deacons is necessary.

LCC Service # 5 – Canadian Missions

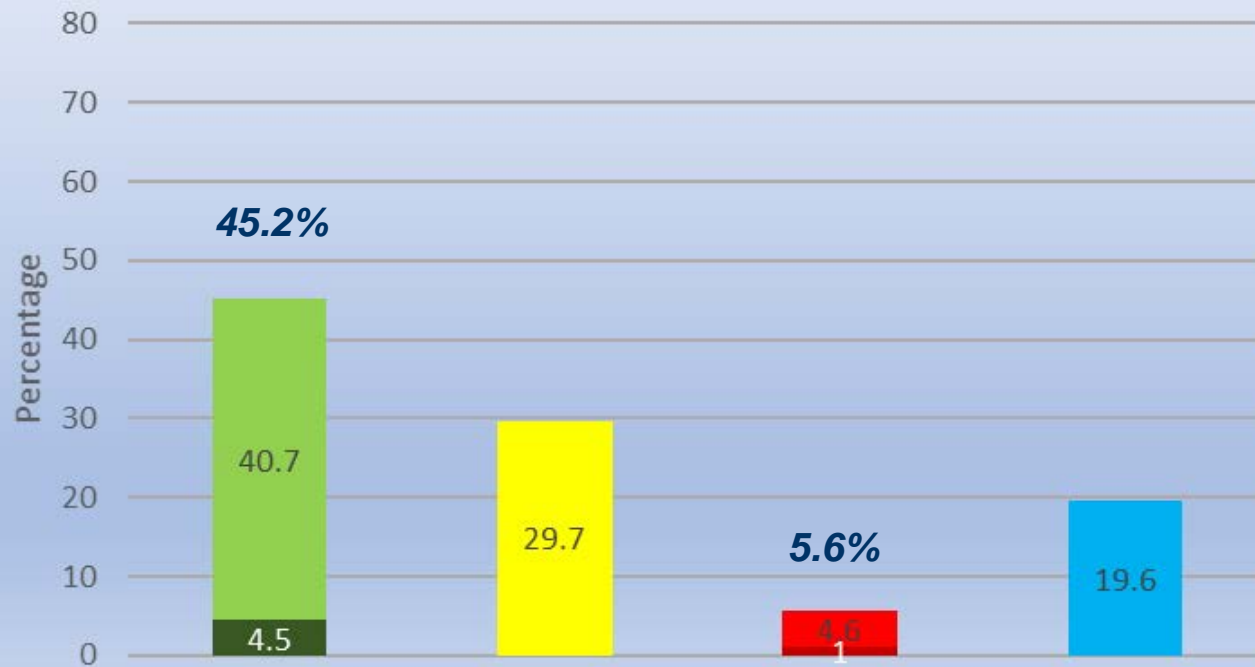


Observation

There is exceptionally strong agreement for exploring more creative forms of outreach in Canada.

LCC Service # 7 – Social Ministry

55. The relationship between LCC and Canadian Lutheran World Relief is healthy.
(LCC - All Responses)

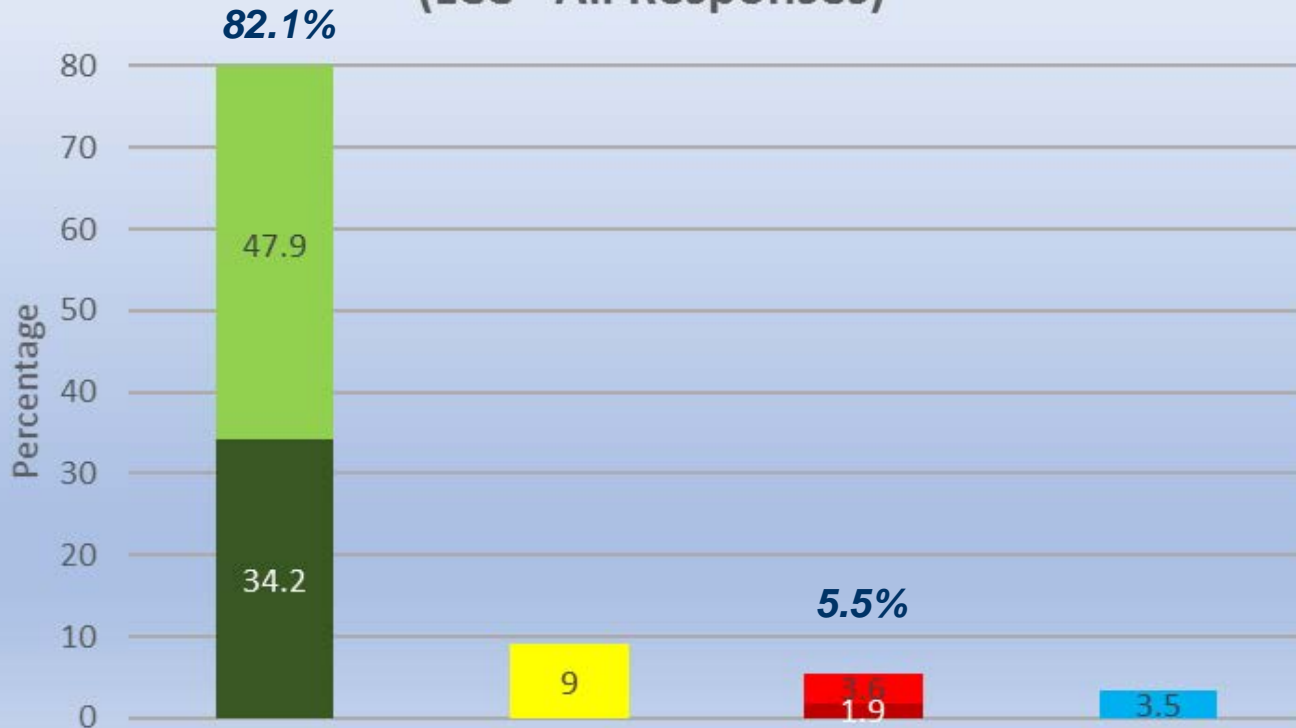


Observation

The very high (49.3%) incidence of “neither agree nor disagree” and “no opinion” with regard to LCC’s relationship with CLWR indicates a need for more information exchange between CLWR and LCC.

LCC Service #8 – Financial Services Pension and Benefits Plan

**4. The Church Workers Pension and Benefits Plan is an important service to the Church.
(LCC - All Responses)**



Observation

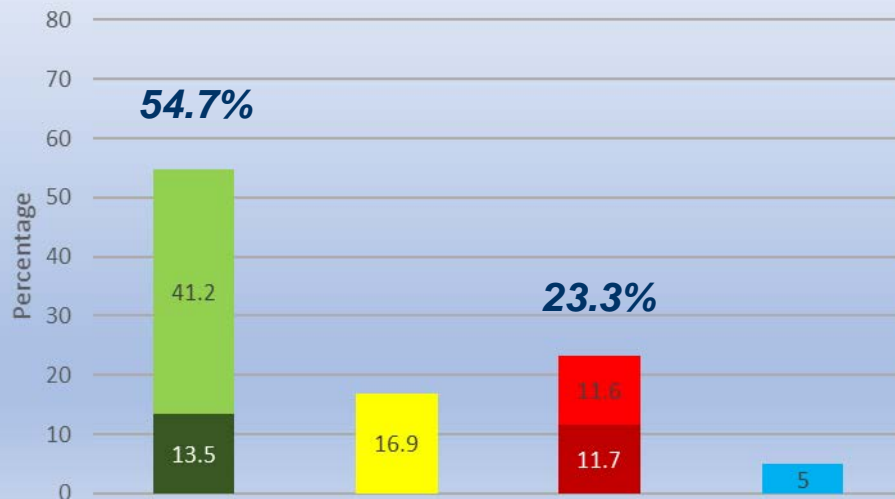
This statement provides one of the highest level of agreement in the entire survey and demonstrates the value of this service to members. There is little disagreement.

LCC Service #8 – Financial Services Church Extension Funds

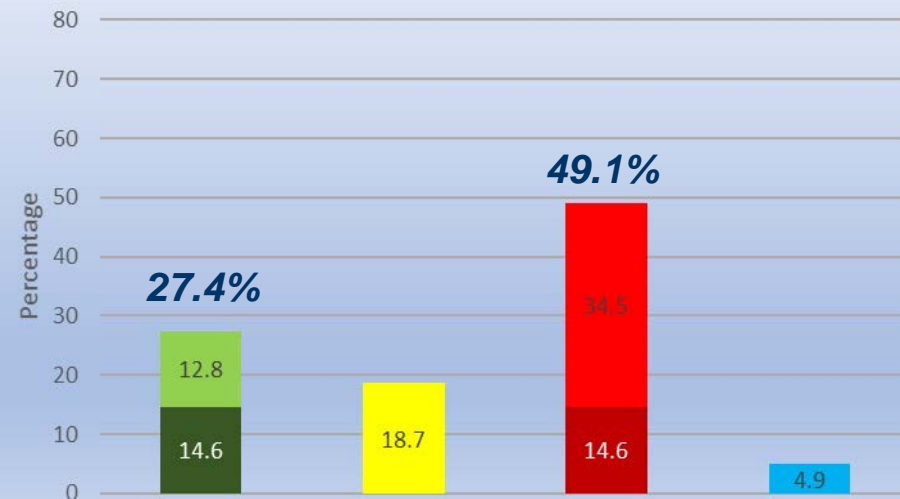
Observation

Respondents favour continuing the Church Extension Funds.

6. Church Extension Funds are still needed and should be continued.
(LCC - All Responses)



5. Church Extension Funds should be discontinued.
(LCC - All Responses)

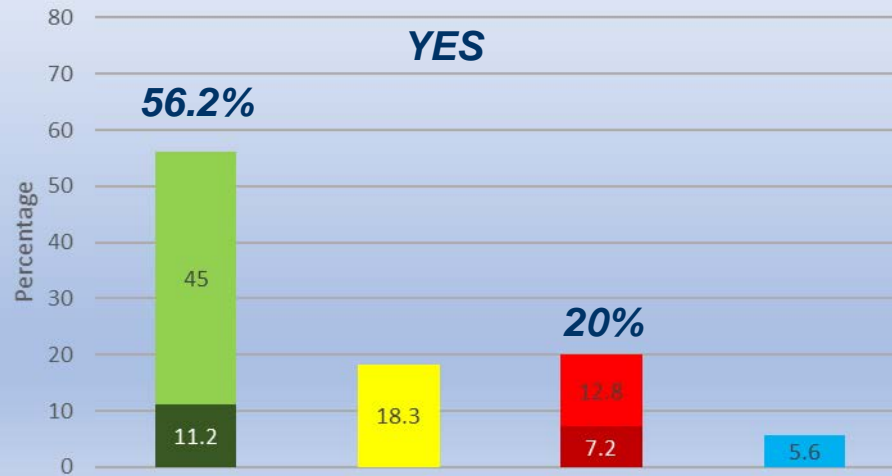


Observation

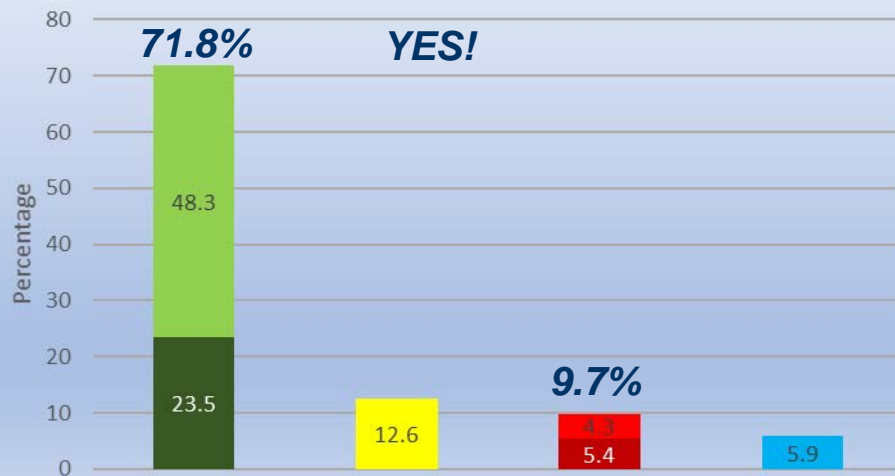
Separating these two statements by Districts reveals that the ABC District is uncertain about the future of Church Extension Funds. 40

Church Extension Funds by District – Continue?

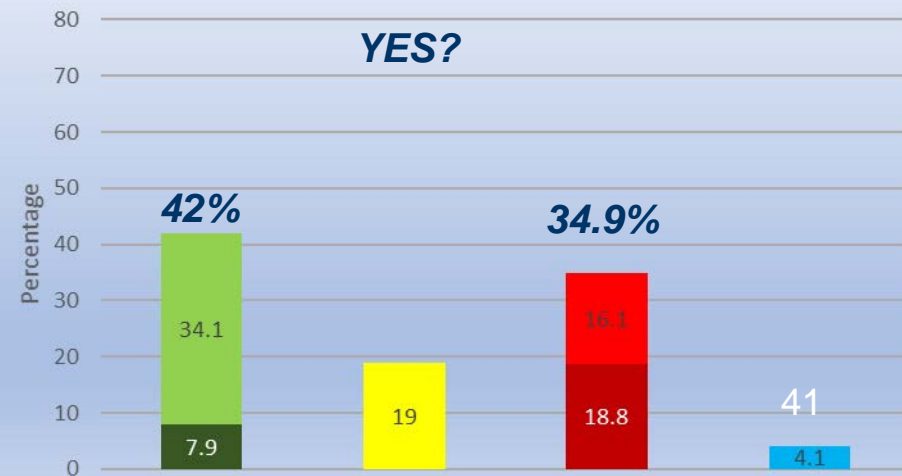
6. Church Extension Funds are still needed and should be continued.
(Central District)



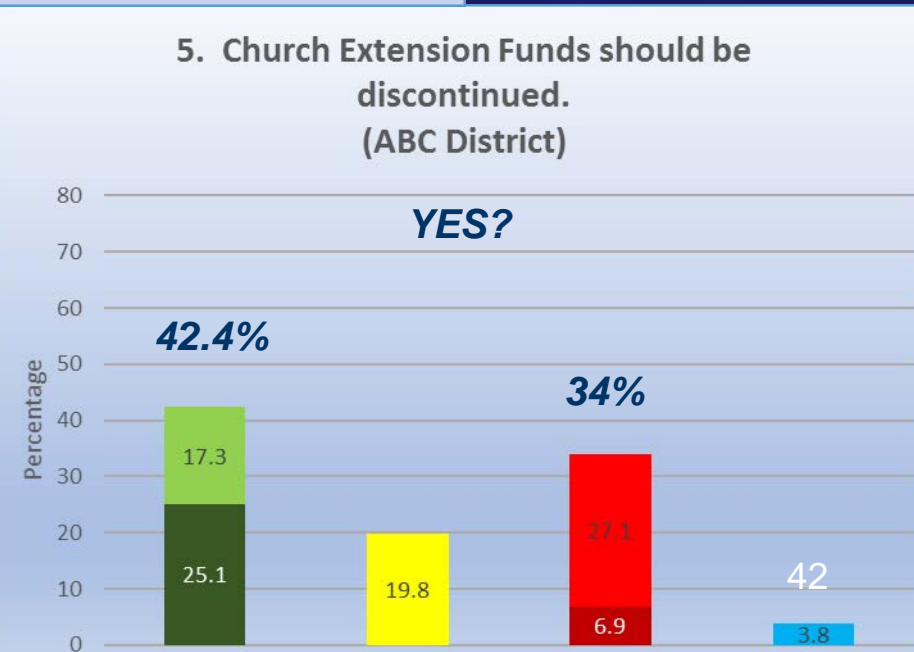
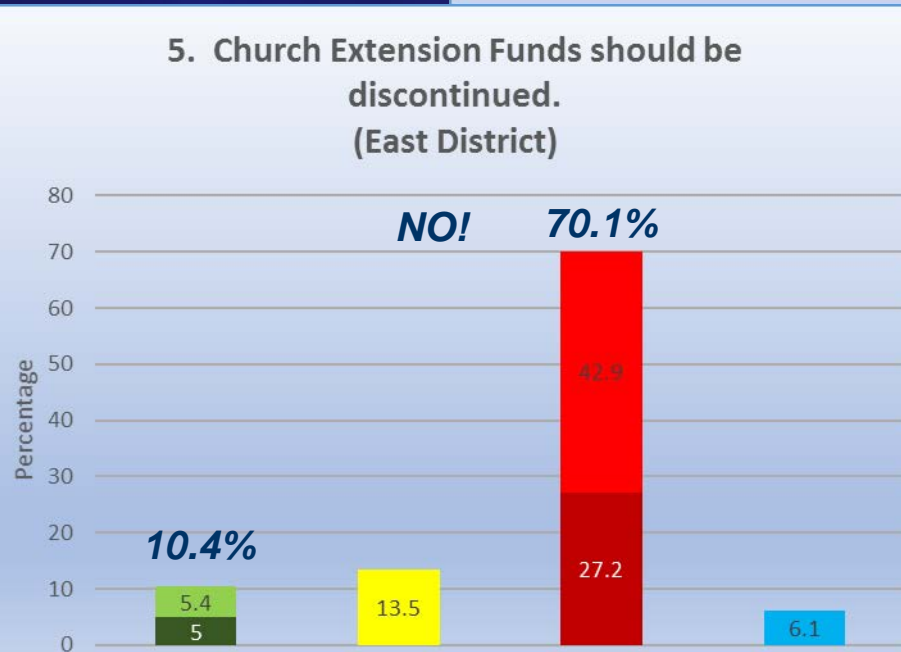
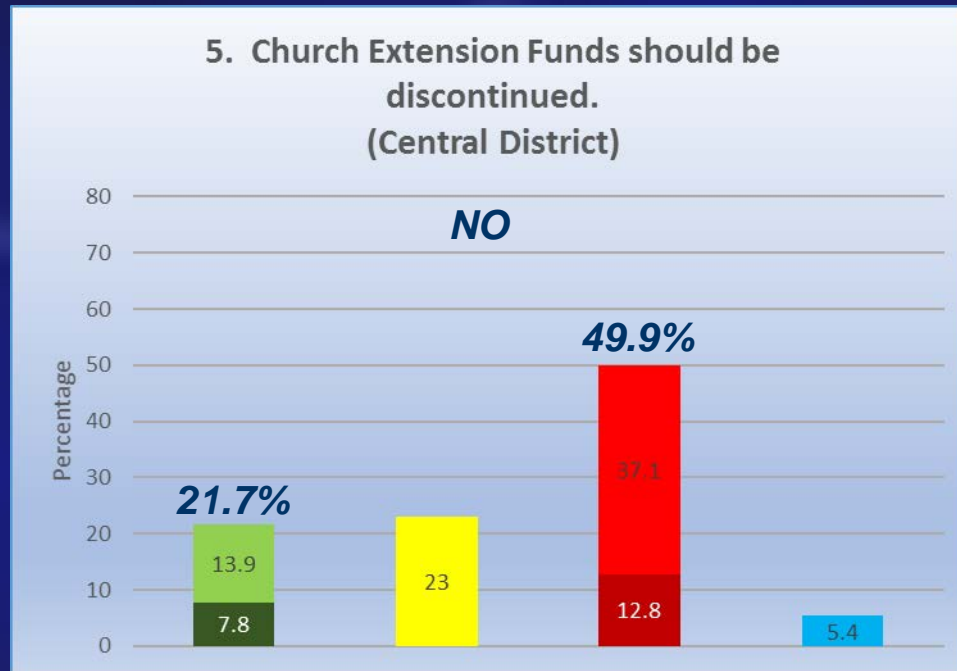
6. Church Extension Funds are still needed and should be continued.
(East District)



6. Church Extension Funds are still needed and should be continued.
(ABC District)

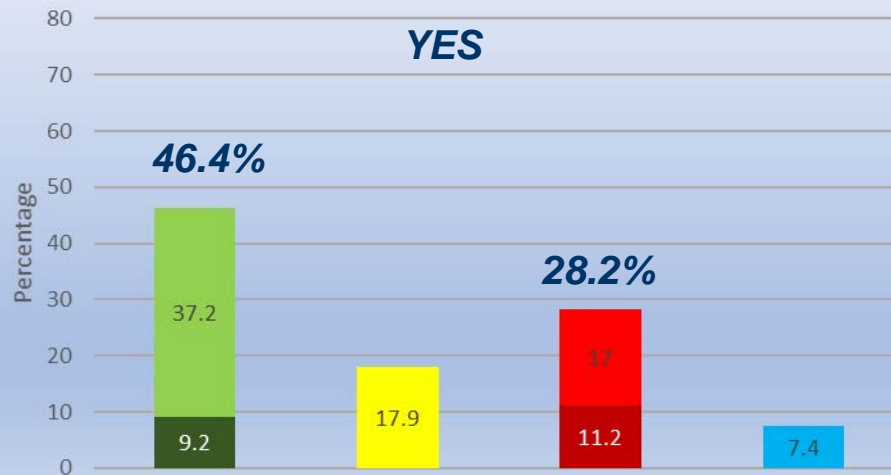


Church Extension Funds by District – Discontinue?

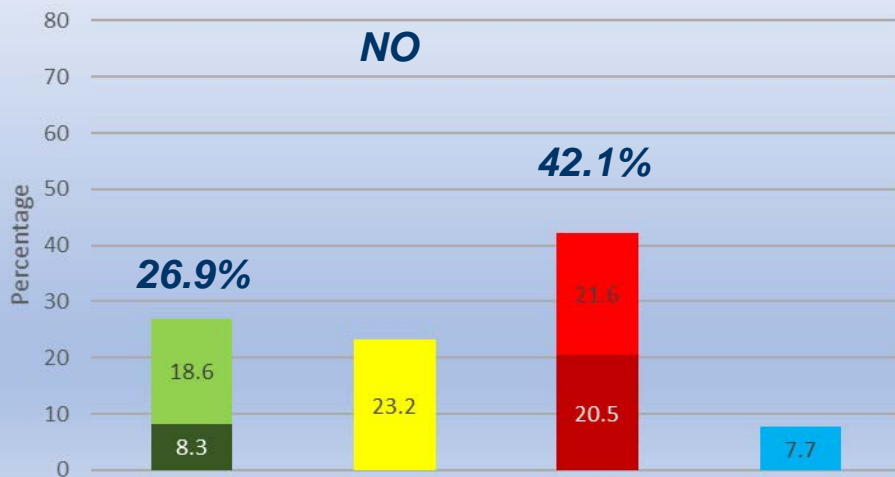


Church Extension Funds by District – Merge?

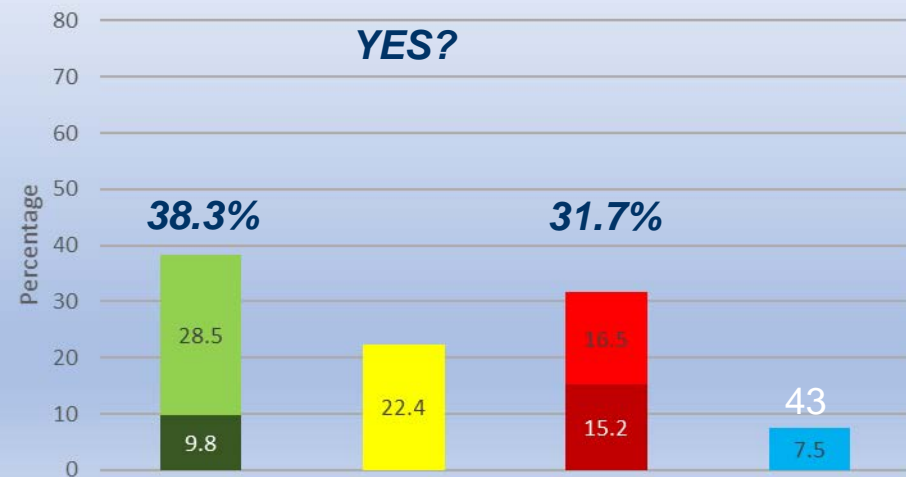
7. District Church Extension Funds should be merged into one synodical Church Extension Fund.
(Central District)



7. District Church Extension Funds should be merged into one synodical Church Extension Fund.
(East District)

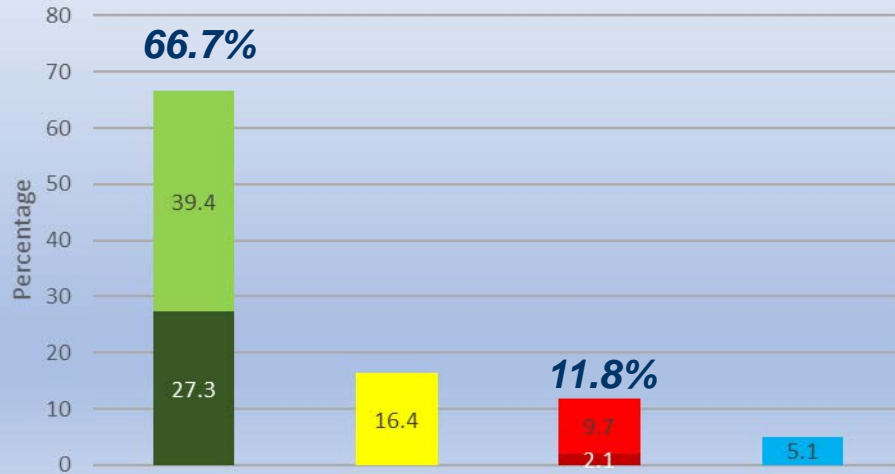


7. District Church Extension Funds should be merged into one synodical Church Extension Fund.
(ABC District)

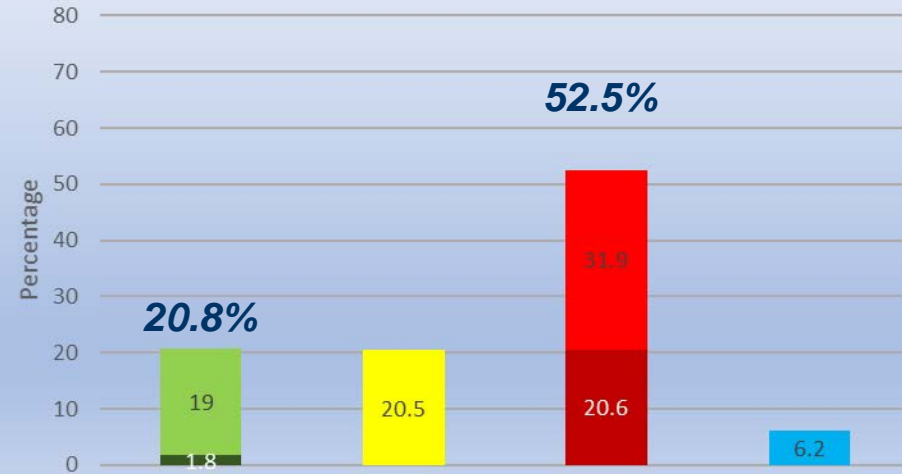


Part Two - The Restructuring Process

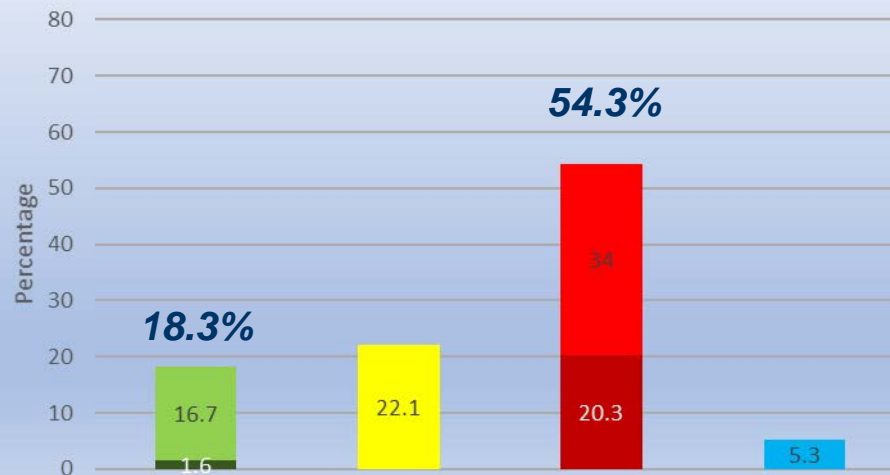
15. The current LCC structure should be open to a major overhaul.
(LCC - All Responses)



16. Changes to the current LCC structure should include only minor structural refinements.
(LCC - All Responses)

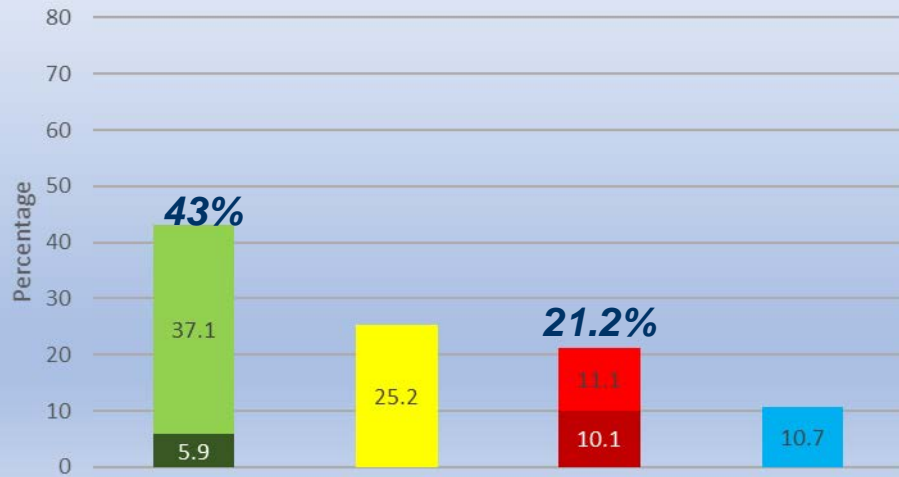


17. I am comfortable with the way things are in LCC at the synodical and district levels.
(LCC - All Responses)

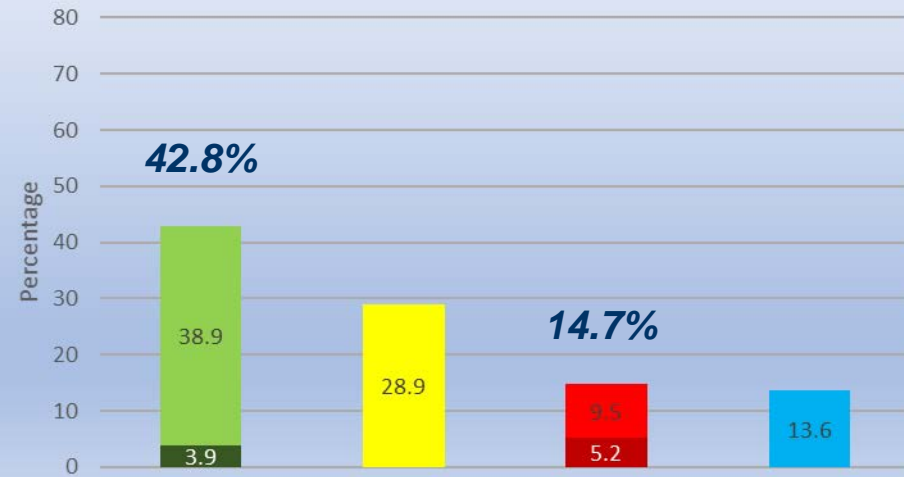


Confidence in District Boards, LCC Board, and CCMS

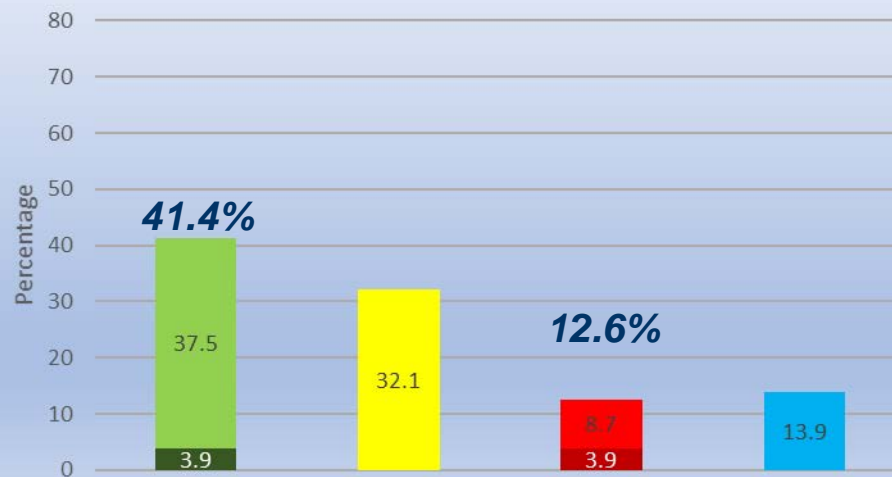
19. I have confidence in the performance of my District's current Board of Directors.
(LCC - All Responses)



21. I have confidence in the CCMS in leading the process of restructuring LCC.
(LCC - All Responses)



20. I have confidence in the performance of Synod's current Board of Directors.
(LCC - All Responses)



Observations on the Restructuring Process

Observation

There is a very high level of discomfort with the way things are at the level of Districts and Synod.

Observation

There is no significant variance in this discomfort by District, category of church worker, or any other demographic category.

Observation

There is a very clear expectation among members for “significant” overhaul of the relationship between the Districts and the Synod, not “only minor structural refinements”.

Observation

The confidence in District and Synod Boards and the CCMS is mildly positive. There is no significant difference in the level of confidence that all members express among these three entities.

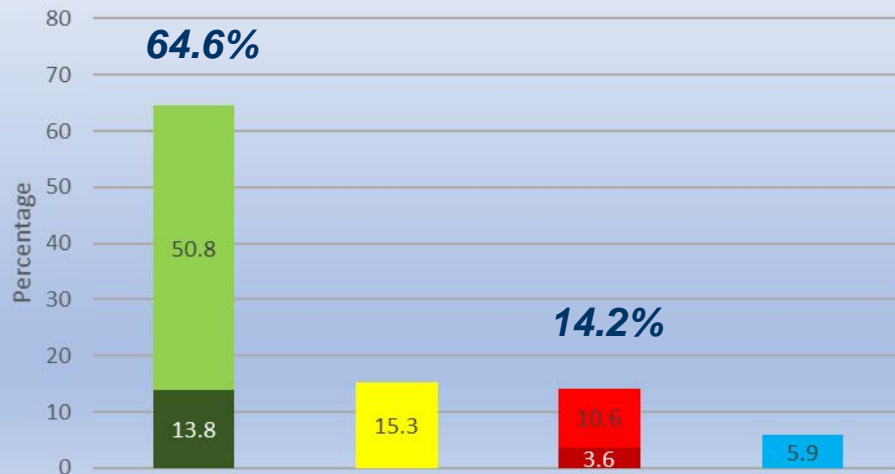
Observation

There is significant indecision about whether or not members should have more or less confidence.

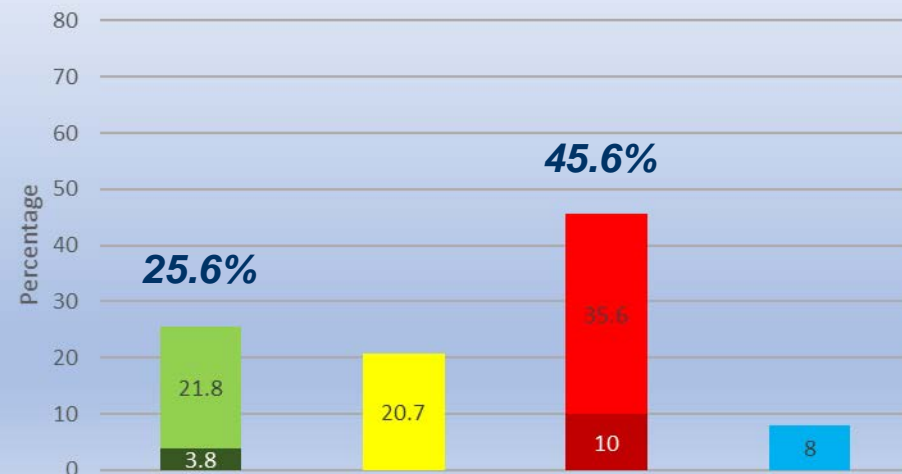
Part Three

Restructuring the Relationship of Congregations, Pastors and Deacons in Convention

22. The number of pastoral delegates and the number of lay delegates to synodical Conventions should be equal. (LCC - All)



23. The number of pastoral delegates and the number of lay delegates to synodical Conventions may be unequal. (LCC - All)

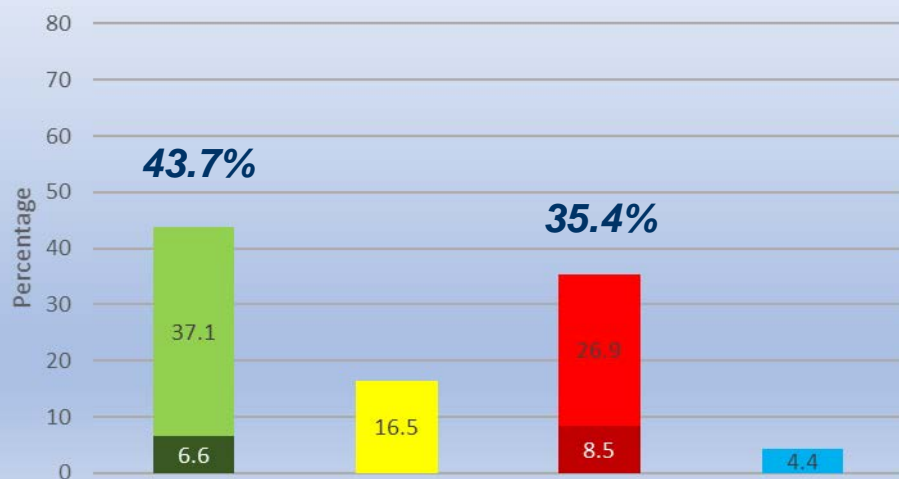


Observation

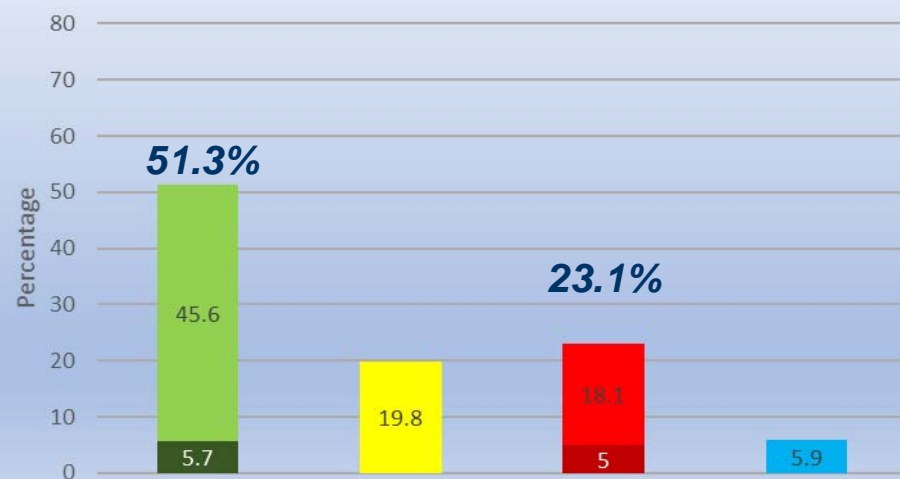
There is significant support for maintaining the practice of having equal numbers of pastoral and lay delegates.

Right of Pastors not Serving Congregations and Deacons to Vote at Synodical Conventions

24. Pastors not serving congregations, e.g. retired pastors, chaplains, etc. should have a vote at synodical Conventions. (LCC - All)



25. Deacons should have a vote at synodical Conventions. (LCC - All Responses)

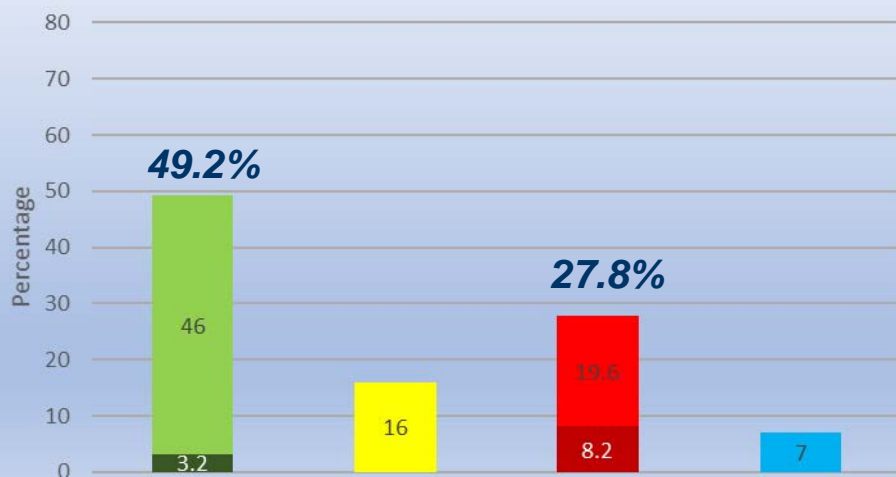


Observation

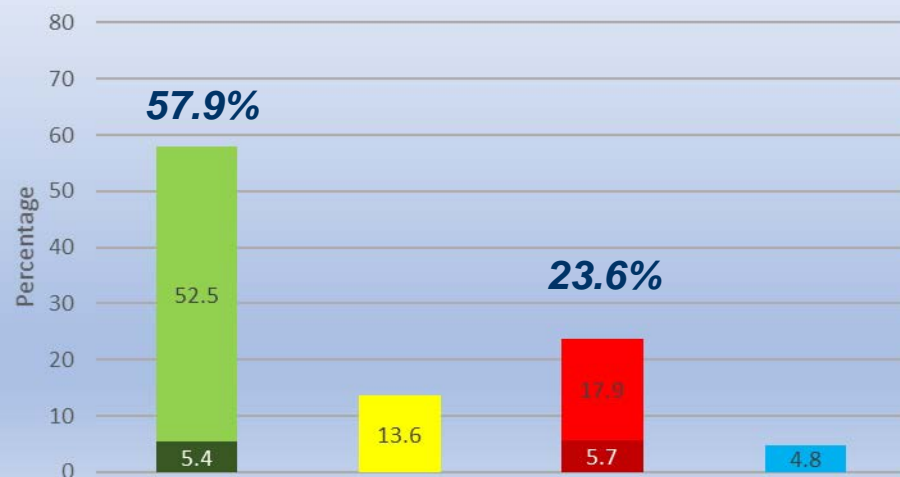
There is moderate to strong support for extending the right to vote at synodical Conventions to pastors not serving congregations and to deacons.

Advisory Pastors and Deacons Representing Congregations as Voting Lay Delegates

26. An advisory Pastor should be able to represent a congregation or a circuit as a voting lay delegate.(LCC - All Responses)



27. A Deacon should be able to represent a congregation or a circuit as a voting lay delegate. (LCC - All Responses)



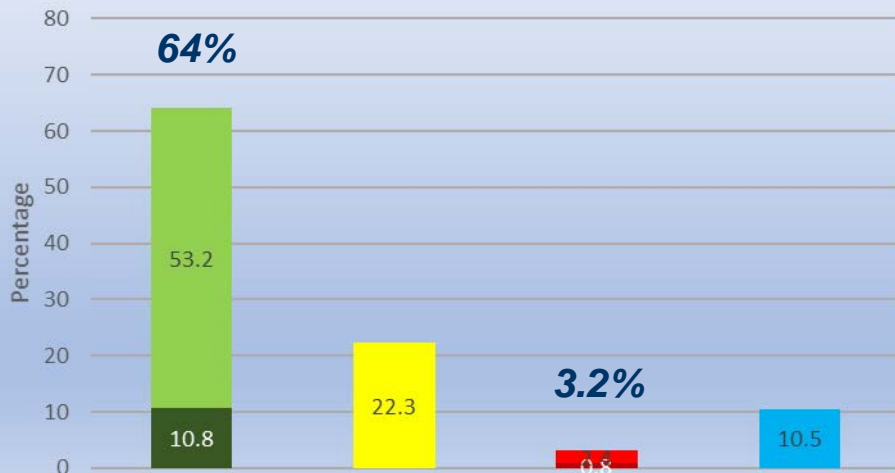
Observation

There is moderate to strong support for advisory Pastors and Deacons to represent congregations as lay delegates.

Circuit Restructuring and Circuit Forums

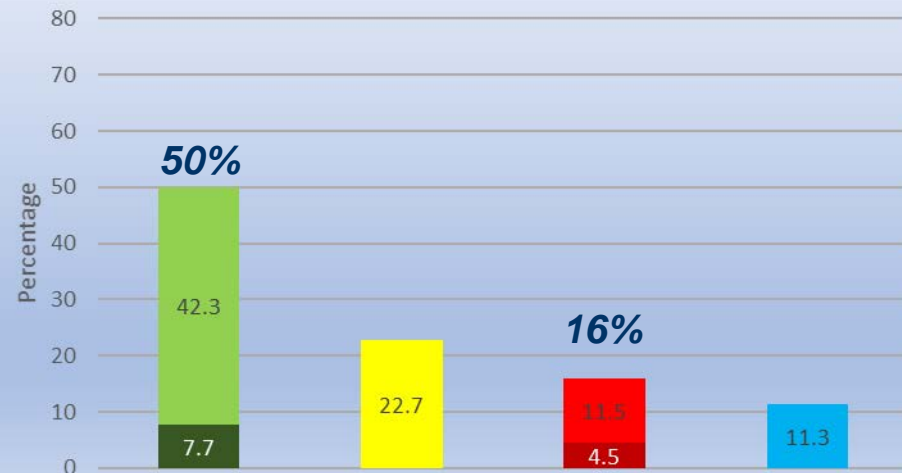
28. Some circuits may need to be restructured geographically

(LCC - All Responses)



29. Circuit forums are a meaningful part of LCC.

(LCC - All Responses)



Observation

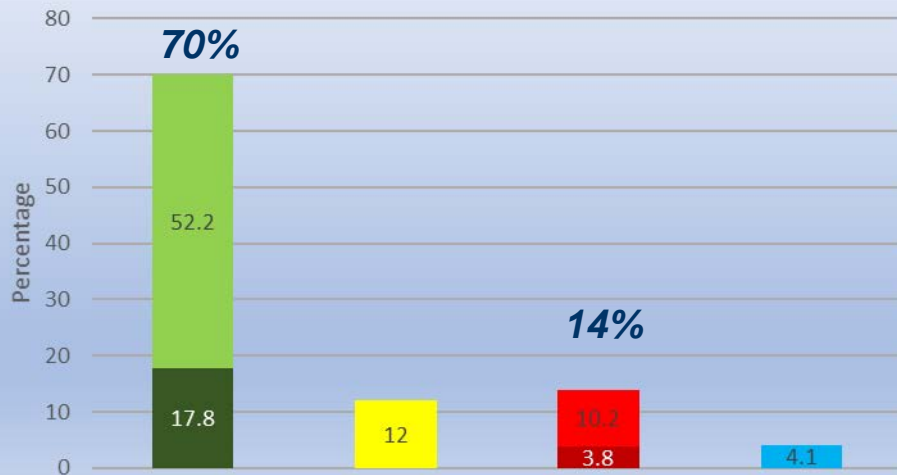
Members agree that there may be some need for the geographical restructuring of circuits with almost no disagreement.

Observation

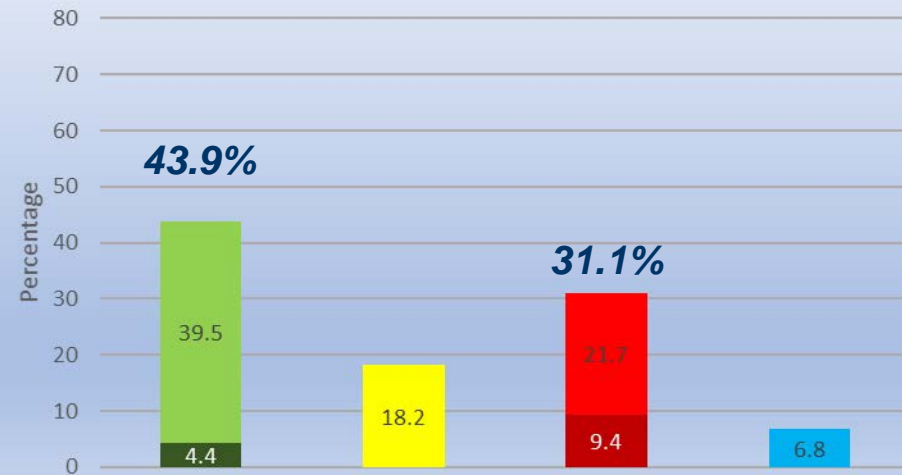
There is moderate to strong support for circuit forums. More attention to those who are undecided may increase support.

Electing Delegates to Conventions

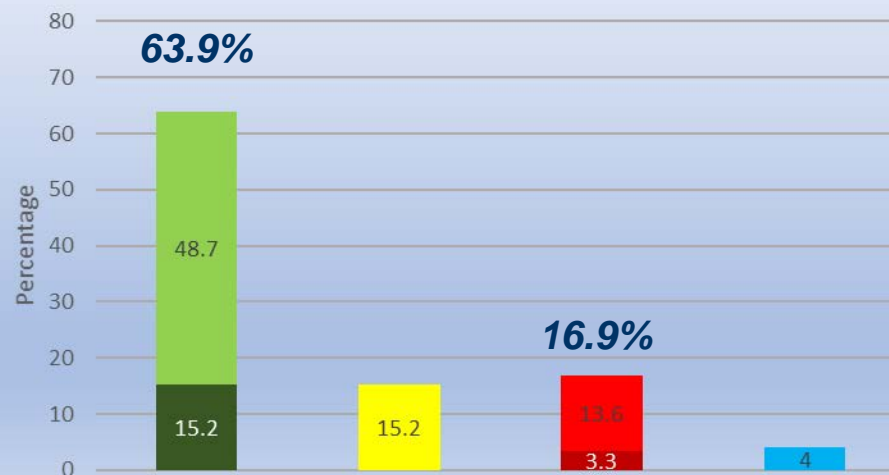
30. If the District Conventions are discontinued, each congregation/parish should send a pastoral and lay delegate to synodical Conventions. (All)



31. If the District Conventions are discontinued, delegates to synodical Conventions should be elected as they are now. (All Responses)



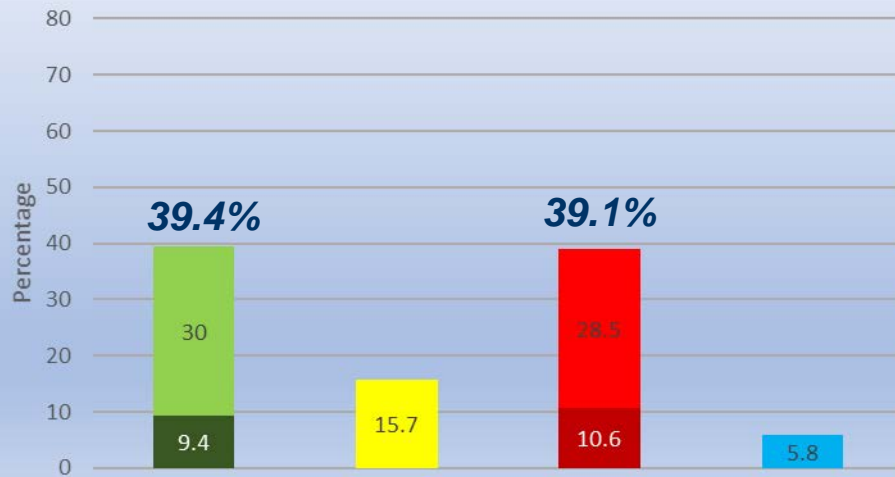
32. Whether or not Districts continue, each congregation should be represented individually at synodical Conventions. (All Responses)



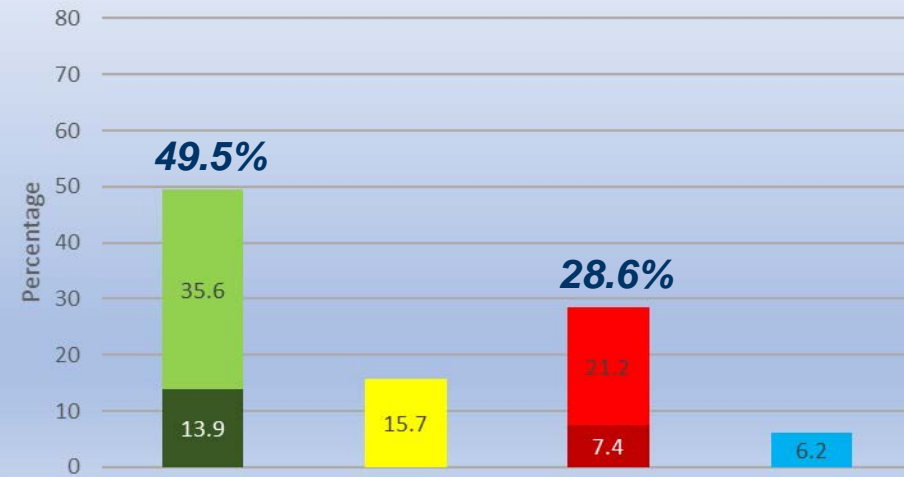
Part Four

Restructuring Synodical Leadership

33. The President of the Synod should serve as both Chief Executive Officer and Ecclesiastical Supervisor, as is now the case. (All Responses)



34. The synodical Convention should divide the President's duties into two positions: President and CEO. (All Responses)



Observation

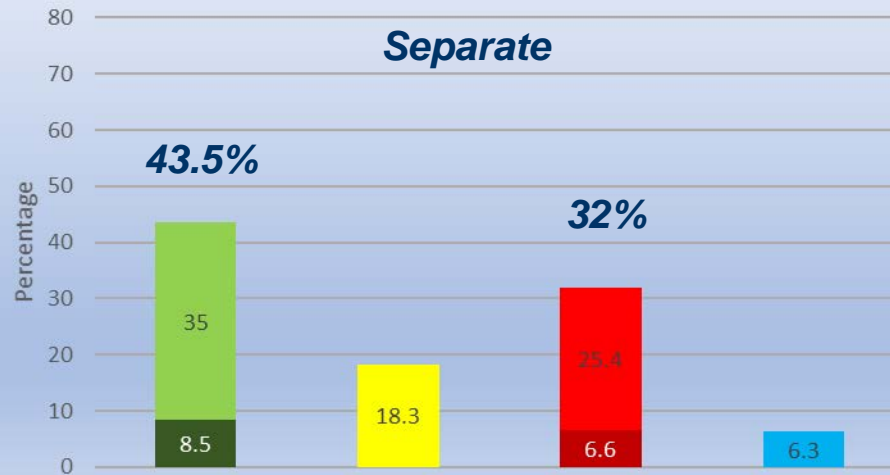
Pastors serving congregations tend to agree that the two positions be separated. Pastors not serving congregations tend to agree that the position continue to be combined.

Observation

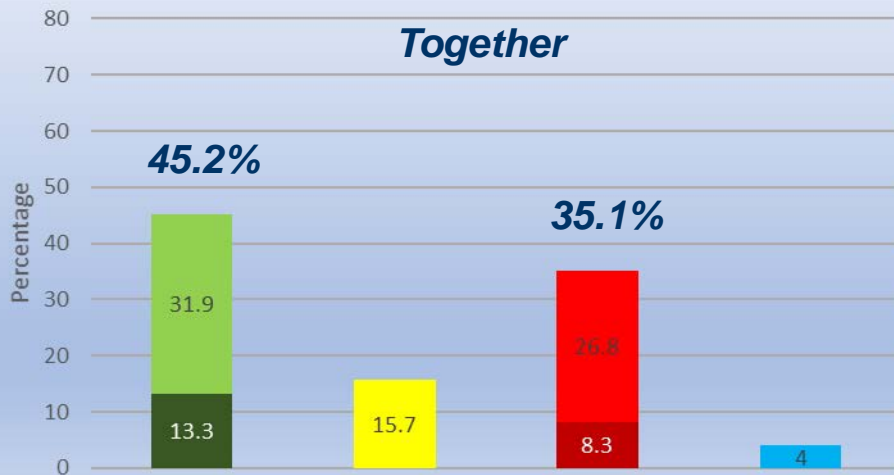
There is variance by District. The East District favours a combination of the two offices. The ABC District favours separation as does the Central District but less strongly. (See the next slide.)

President/CEO – Combined or Separate?

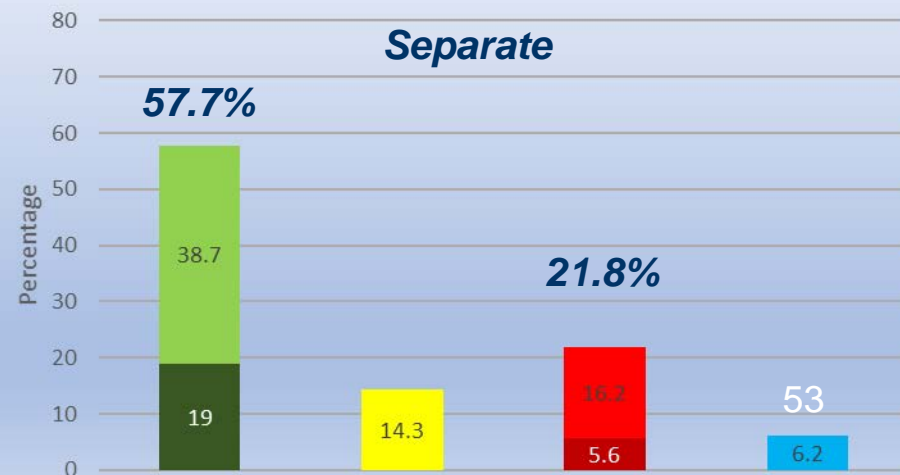
34. The synodical Convention should divide the President's duties into two positions: President and CEO.
(Central District)



33. The President of the Synod should serve as both Chief Executive Officer and Ecclesiastical Supervisor, as is now the case. (East District)

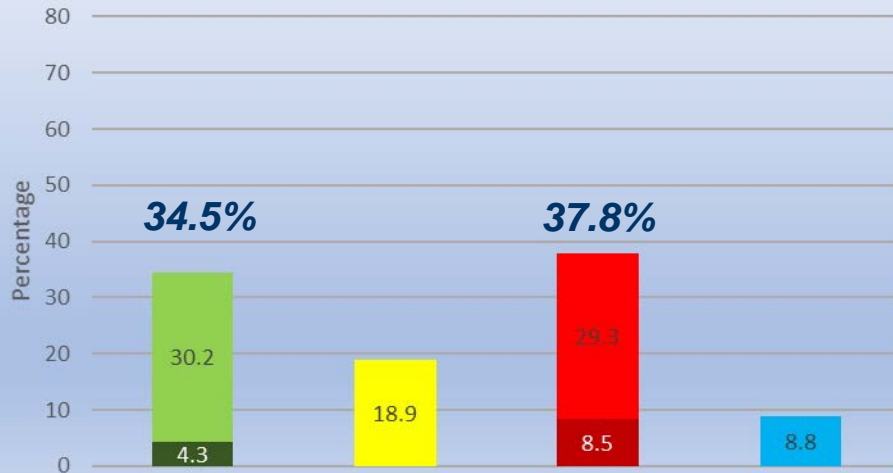


34. The synodical Convention should divide the President's duties into two positions: President and CEO.
(ABC District)

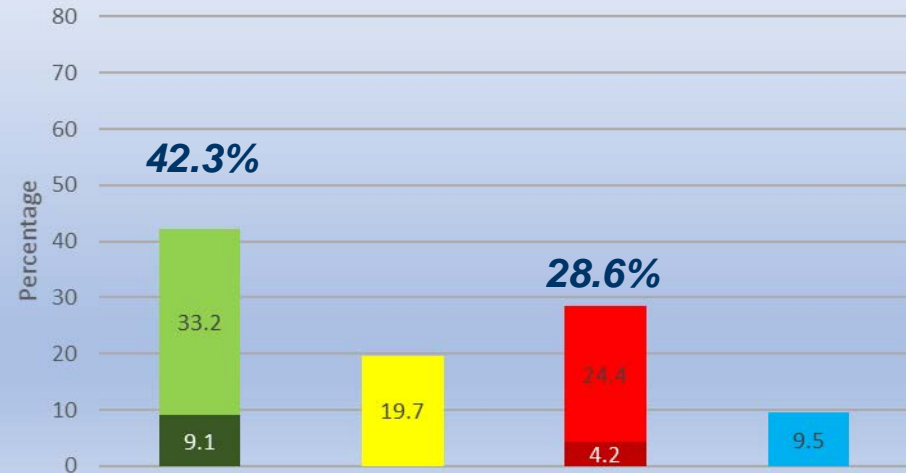


LCC Board of Directors/President Relationship

35. The synodical President should be a voting member of the Board of Directors.
(All Responses)



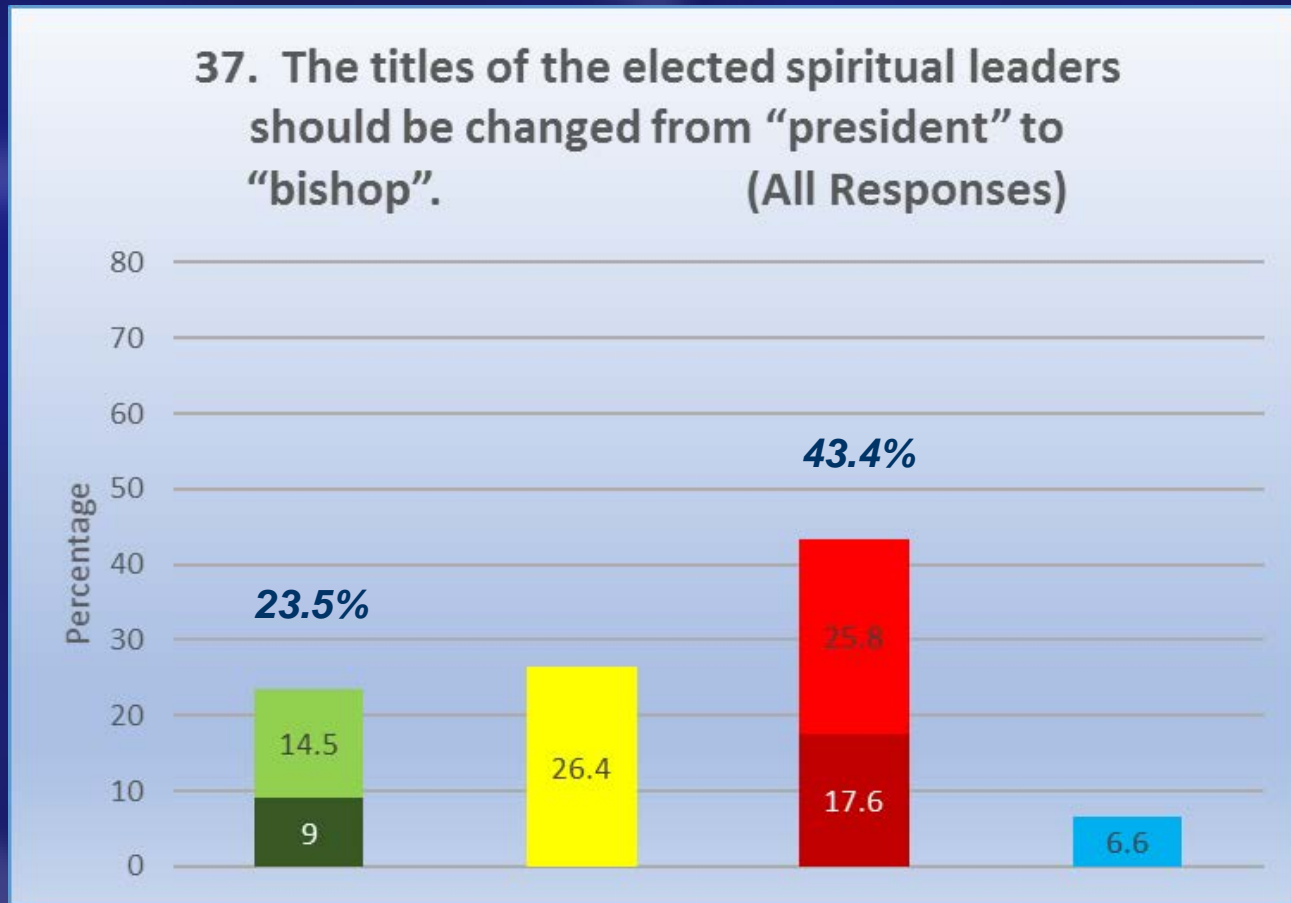
36. The synodical President should not be a voting member of the Board of Directors to which he is accountable between Conventions.



Observation

Members prefer that the President should not be a voting member of the Board of Directors by a narrow margin.

President or Bishop?

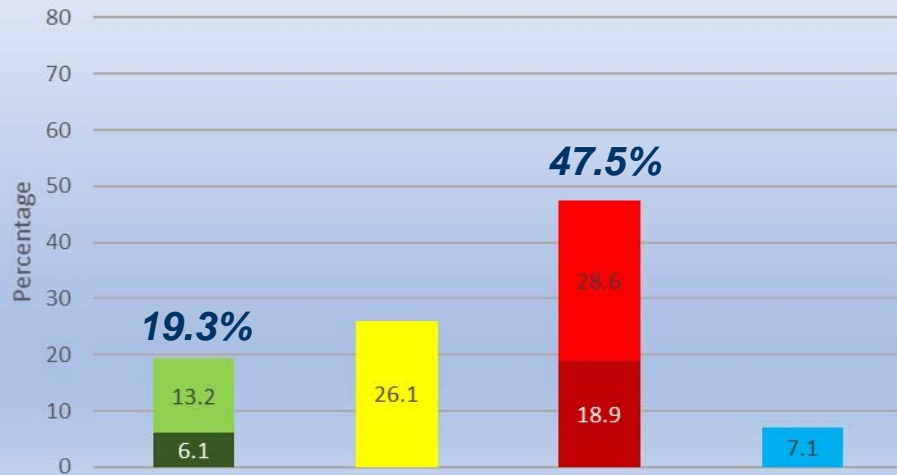


Observation

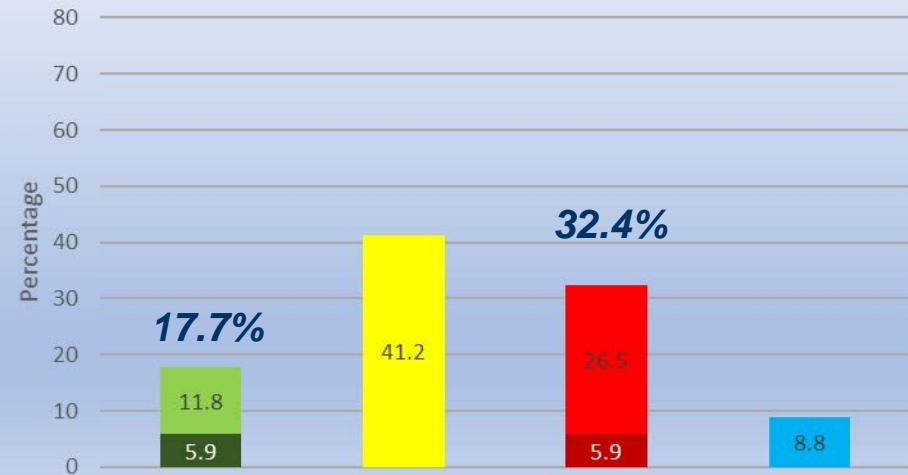
There is no significant variance between Districts with regard to the use of the title “President” or “Bishop”, but there is a significant variance by type of member. See the next slide.

President or Bishop?

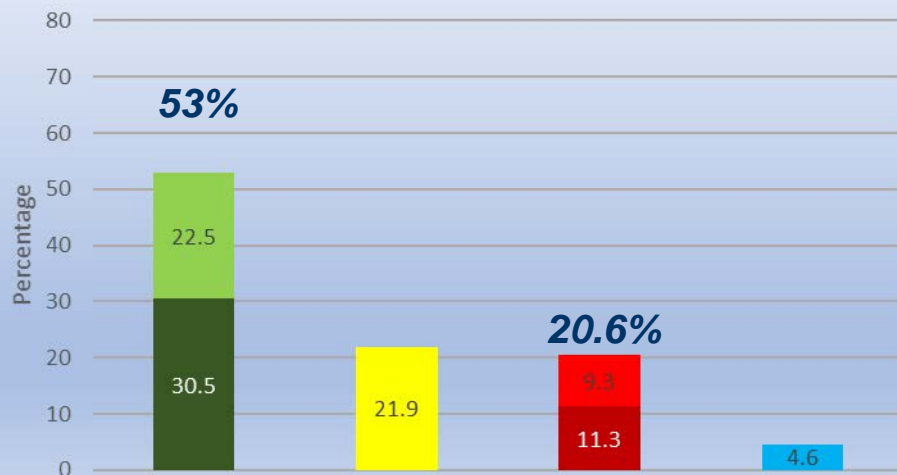
37. The titles of the elected spiritual leaders should be changed from “president” to “bishop”. (Lay Persons)



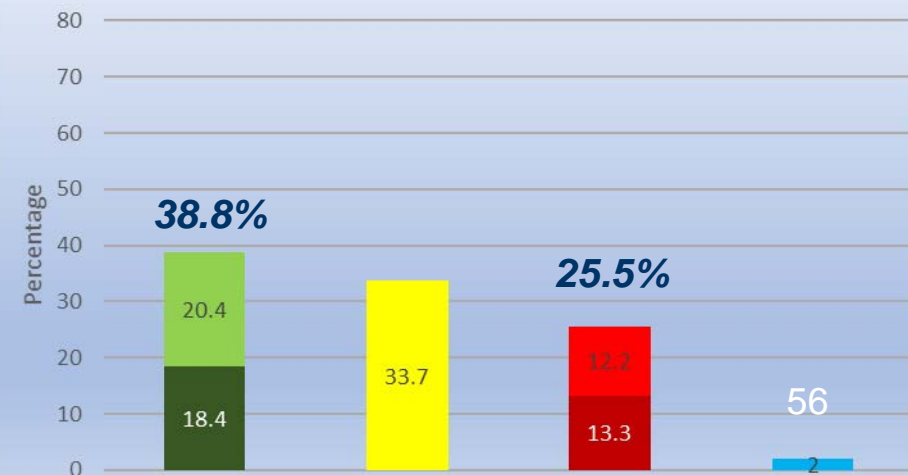
37. The titles of the elected spiritual leaders should be changed from “president” to “bishop”. (Deacons)



37. The titles of the elected spiritual leaders should be changed from “president” to “bishop”. (Pastors Serving Congregations)



37. The titles of the elected spiritual leaders should be changed from “president” to “bishop”. (Pastors Not Serving Congregations)



President or Bishop?

Observation

*Lay persons and Deacons strongly favour the term “president.”
Both categories of Pastors strongly favour the term “bishop.”*

Observation

There is an unusually high level of “neither agree nor disagree” among lay persons, Deacons, Pastors Not Serving Congregations, suggesting a need for more information and discussion.

Observation

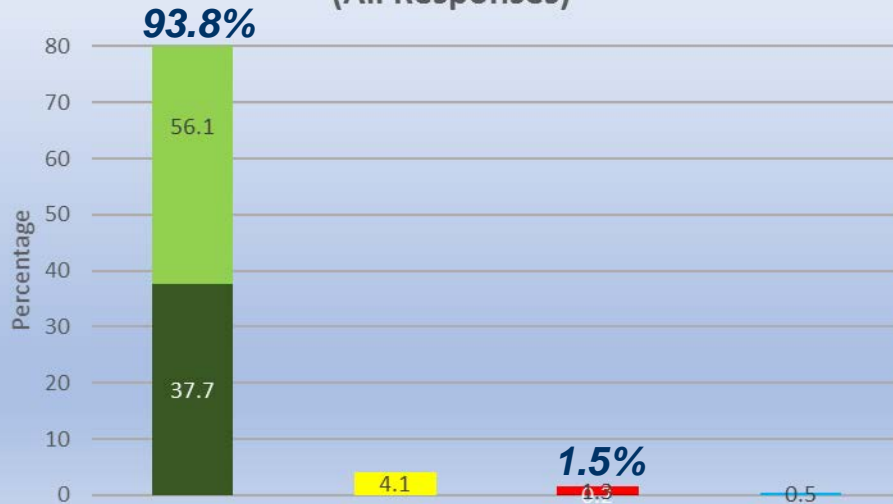
There is no significant variance between Districts with regard to the use of the title “President” or “Bishop”.

Change to “Bishop”?	Agree	Neutral	Disagree	No Opinion
ABC	23.4%	27.1%	42.4%	7.3%
Central	23.6%	25.0%	46.0%	5.4%
East	23.6%	26.8%	42.8%	6.7%

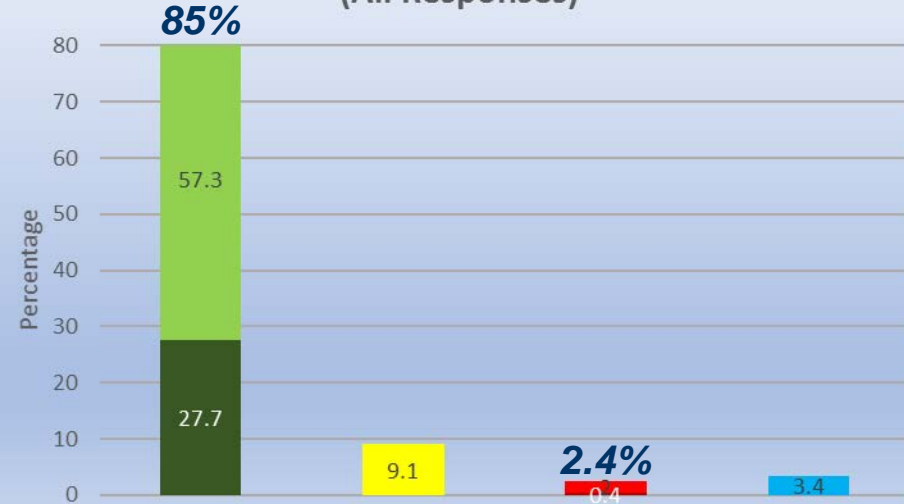
Part Five

Restructuring the Training of Pastors and Deacons, including the number and location of Seminaries.

41. There is value in providing for the continuing education for our Pastors.
(All Responses)



42. There is value in providing for the continuing education for our Deacons.
(All Responses)

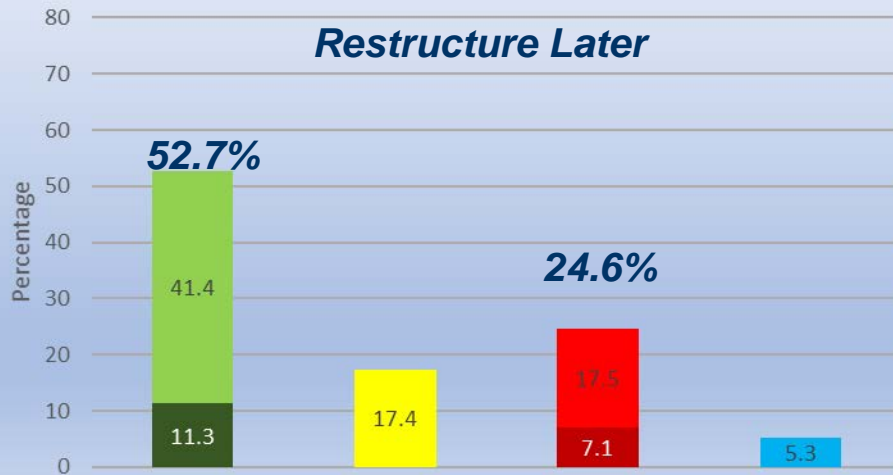


Observation

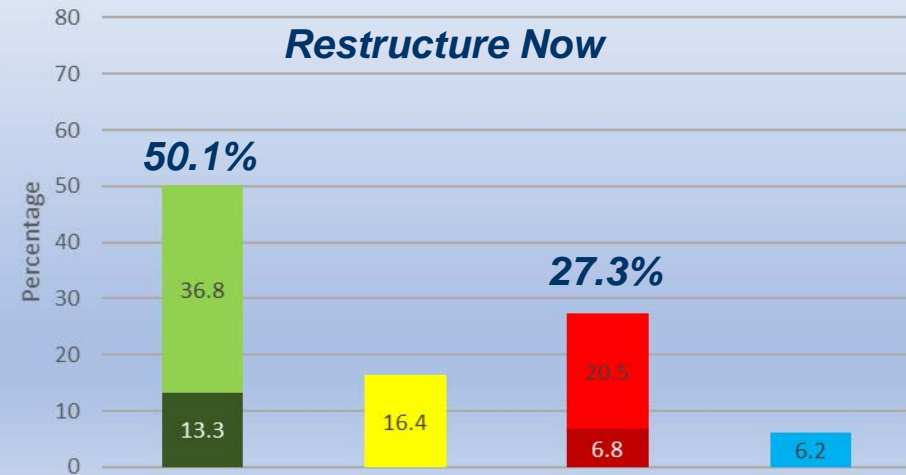
In the two highest levels of agreement in the entire survey, the members confirm the high value they place on continuing education for all church workers.

Process of Restructuring the Training of Pastors and the Seminaries

38. The process of restructuring the training of pastors and the seminaries, should continue after the process of restructuring LCC. (All)



39. The process of restructuring the training of pastors and the seminaries, should continue at the same time as restructuring LCC. (All)



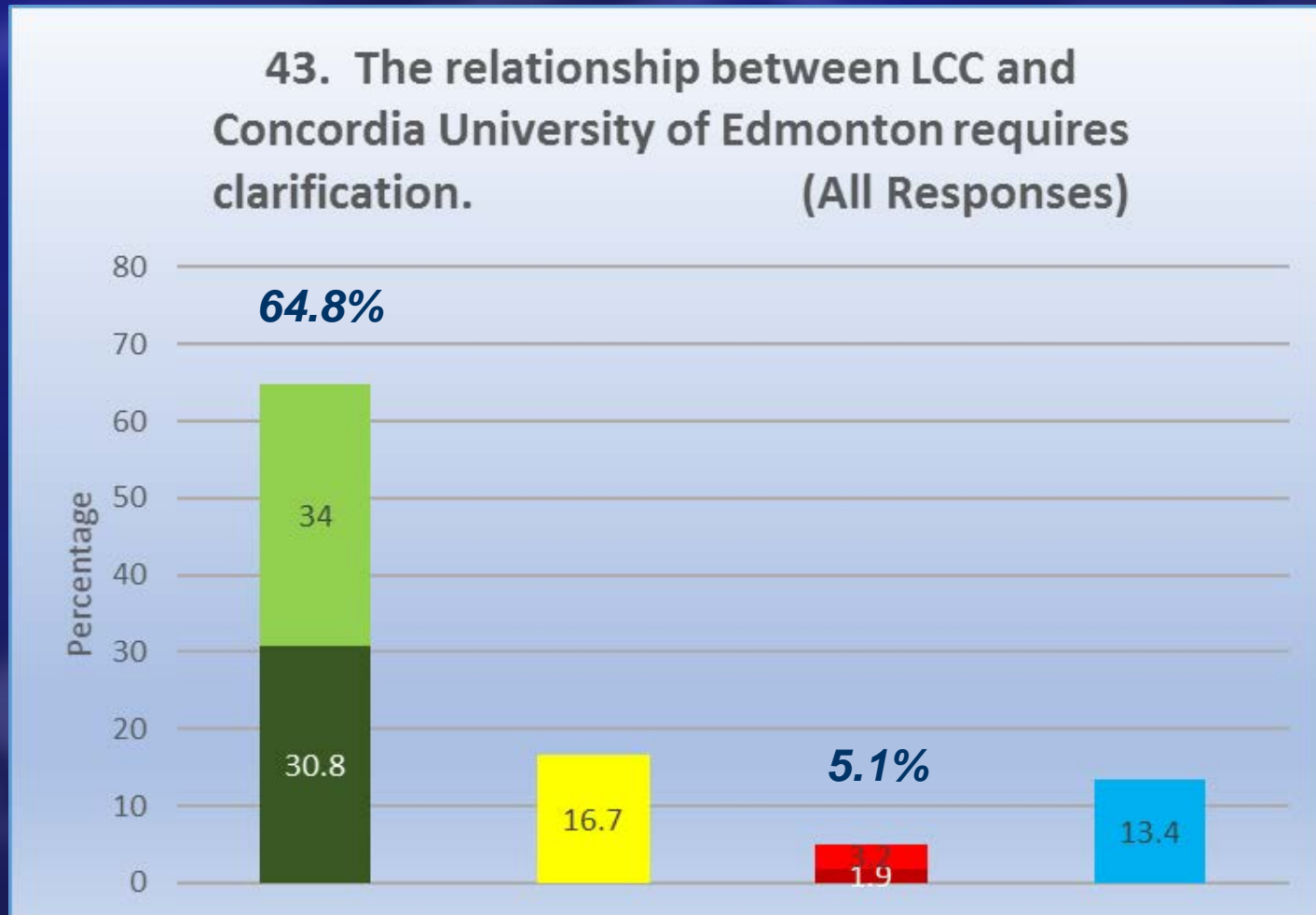
Observation

These two options for the timing of dealing with seminary training of pastors mirror one another more perfectly than any other two statements in the survey. The LCC Board of Directors and the seminaries have made significant progress in resolving this issue.

Observation

The comments indicate some variance in understanding what action the Convention has already directed in this matter.

Relationship Between LCC and Concordia University of Edmonton



Relationship Between LCC and Concordia University of Edmonton Observations

Observation

By having almost as many “strongly agree” responses as “agree” responses this survey statement reflects the exceptionally strong desire for clarity in this relationship.

Observation

Some of the comments indicate that the recent Canadian Lutheran article has already provided clarification for people.

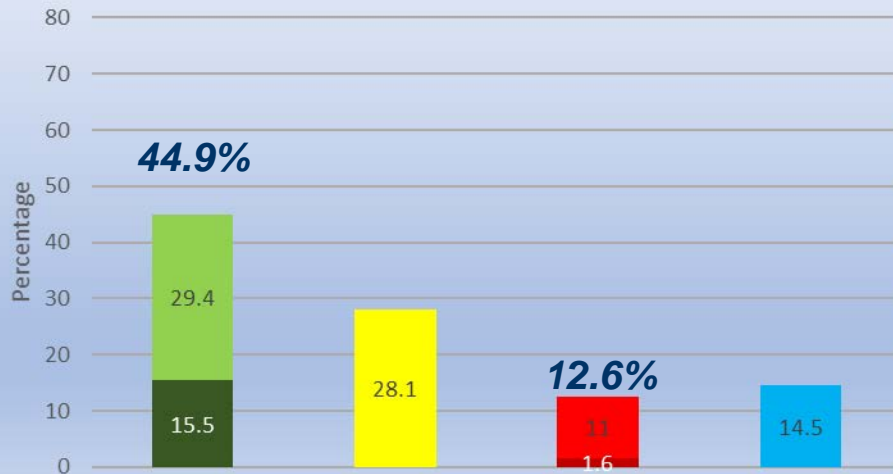
Observation

In this decisive response, those who agree exceed those who disagree by more than twelve times, while nearly one-third are undecided or have no opinion. The comments indicate much confusion, emphasizing the need for clarification.

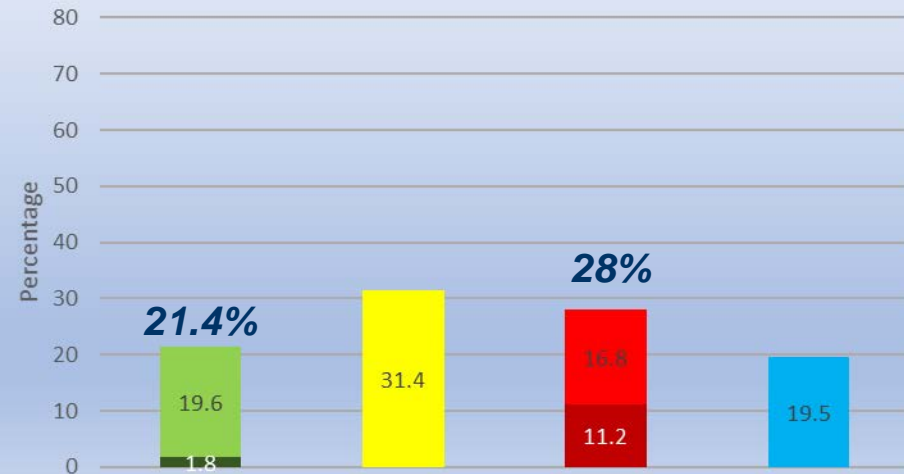
Part Six

Restructuring the Relationship between the Synod and Districts

47. LCC at the district and synodical level is over-governed.
(All Responses)



50. The process for the accountability of our District's Board of Directors to the Synod is adequate.
(LCC - All Responses)

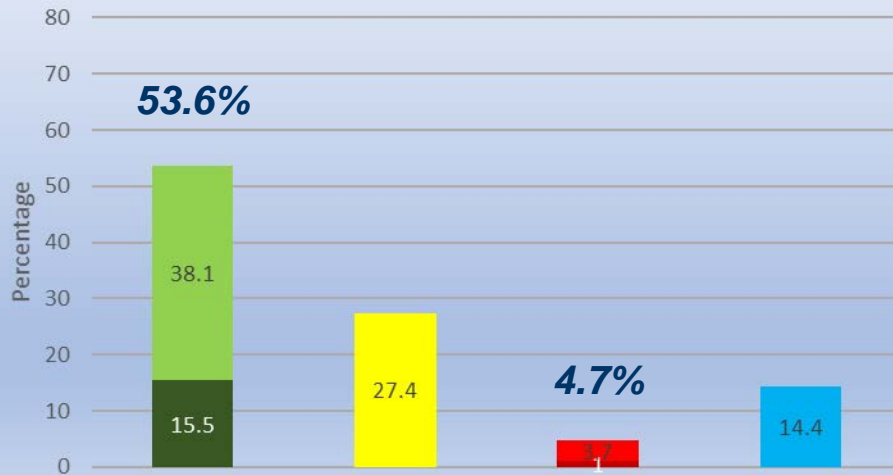


Observation

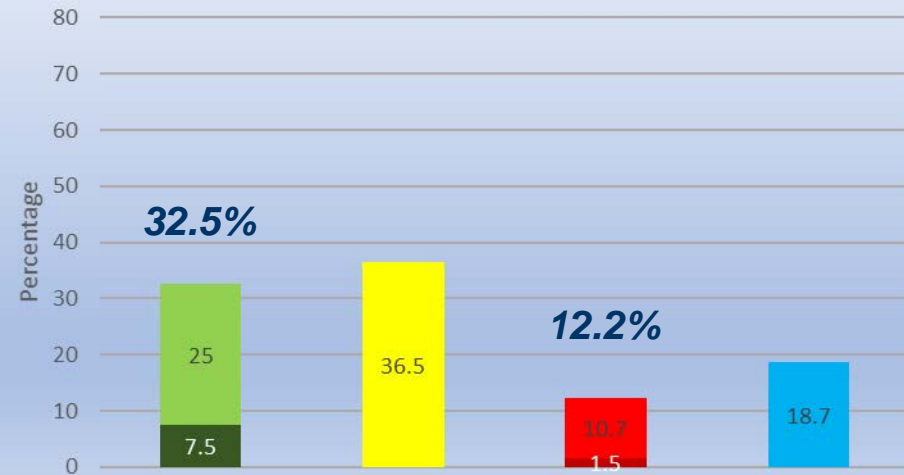
It seems ironic that members would perceive that the Districts and the Synod are over-governed and yet that accountability between the two is weak. Again here, we note that many in the Synod lack information about the Synod/District relationship.

Restructuring the Relationship between the Synod and Districts

45. Some changes in the relationship of the Synod and the Districts are needed.
(All Responses)



46. There is overlap in the services that the Synod and the Districts provide our congregation.
(All Responses)



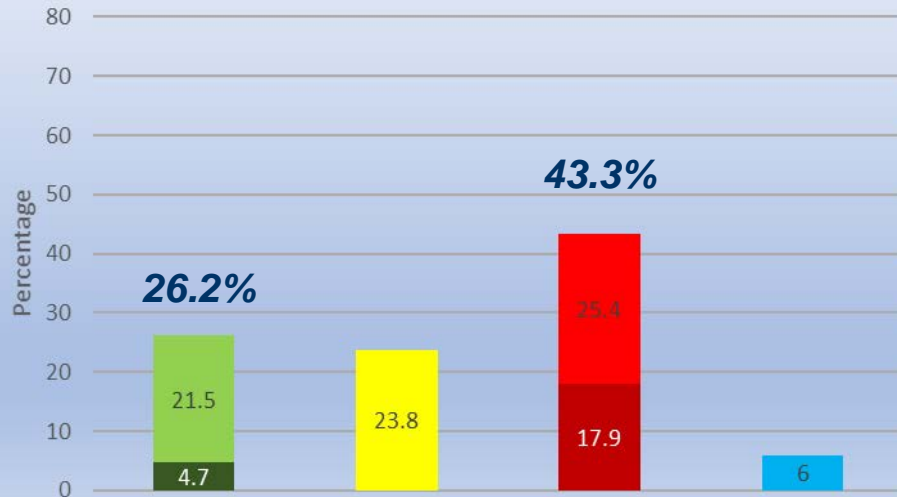
Observation

While there is general agreement that changes are needed and that there is overlap in the services provided by Districts and the Synod, this section regarding the potential overlap has nearly the highest level of “neither” and “no opinion” expressed in the entire survey.

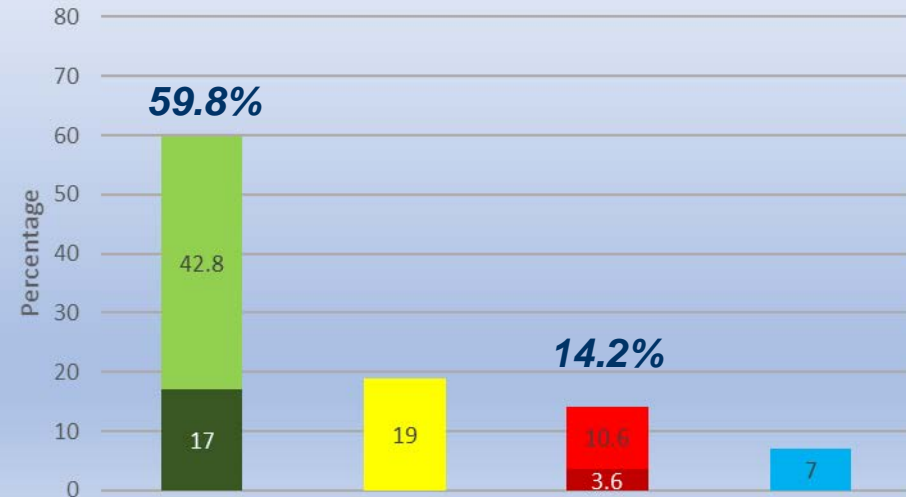
Part Six

Restructuring the Relationship between the Synod and Districts

48. LCC should continue to function as three federated Districts as it does now.
(All Responses)



49. LCC should function as one national administrative structure with regional ministry areas and spiritual leaders living in each area.



Observation

The practice of functioning as three federated Districts is rejected by the members in the survey by a ratio of 3 to 2. The ratio in favour of one administrative unit is 4 to 1.

Observation

74% of Pastors serving congregations prefer one administrative structure with spiritual leaders living in each regional area. Only 11% favour three federated Districts.

Restructuring the Relationship between the Synod and Districts

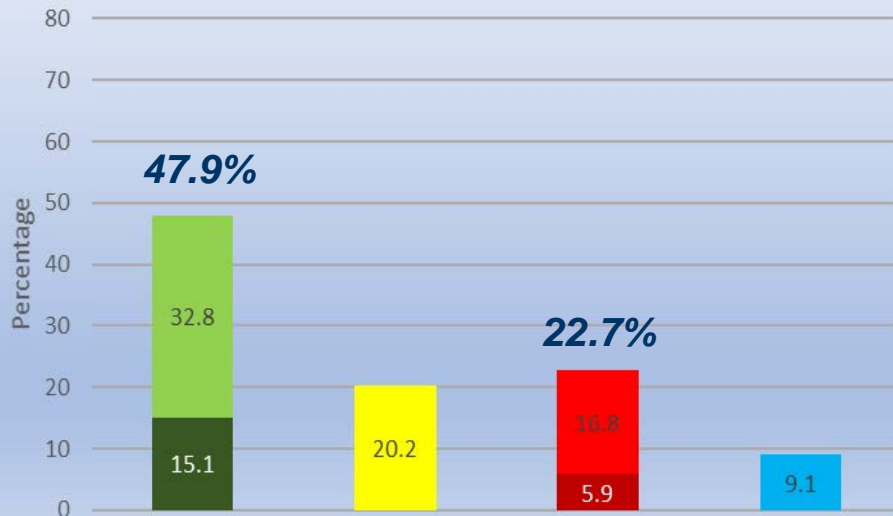
Observation

There is a strong preference for dissolving Districts as legally incorporated entities.

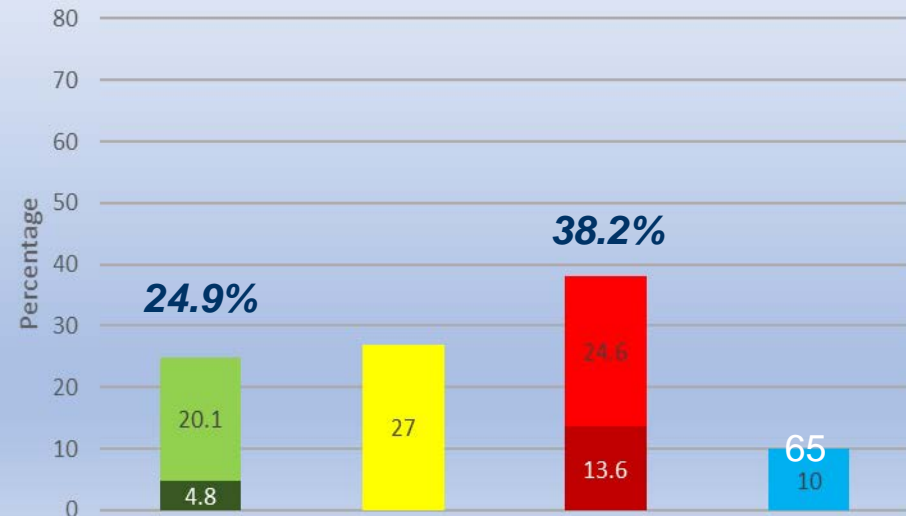
Observation

There is no significant variance by District or type of member in the two statements regarding maintaining Districts as legal entities.

51. I am comfortable with my District ceasing to be a separate legally incorporated entity.
(LCC - All Responses)

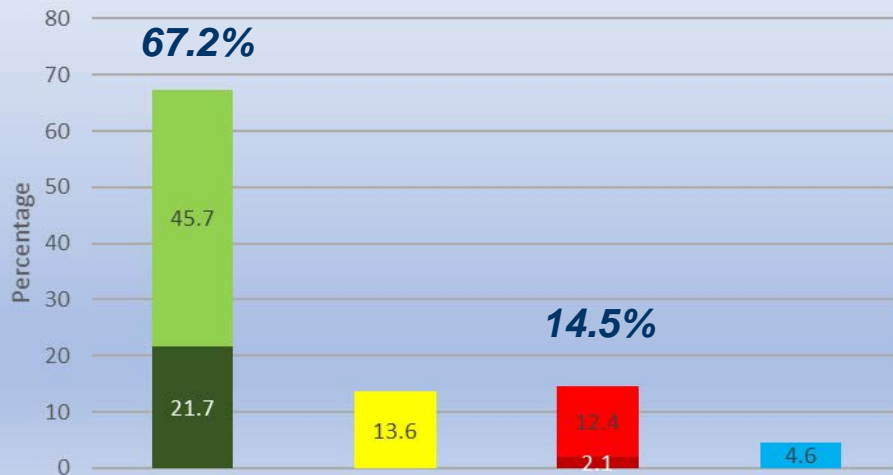


52. Our District should be maintained as a separate legally incorporated entity.
(LCC - All Responses)

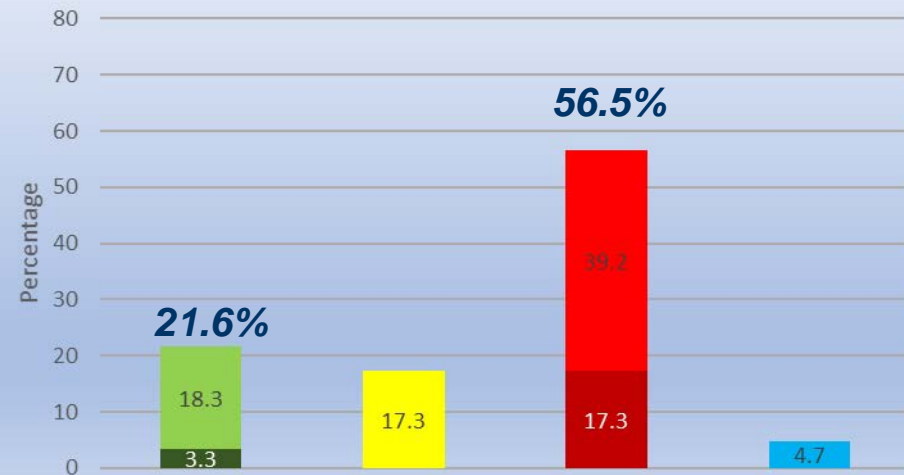


Strategic Planning – Together or Separate?

13. There should be one strategic plan for the Synod and Districts.
(LCC - All Responses)



14. The Districts and the Synod should plan separately, as they do now.
(LCC - All Responses)

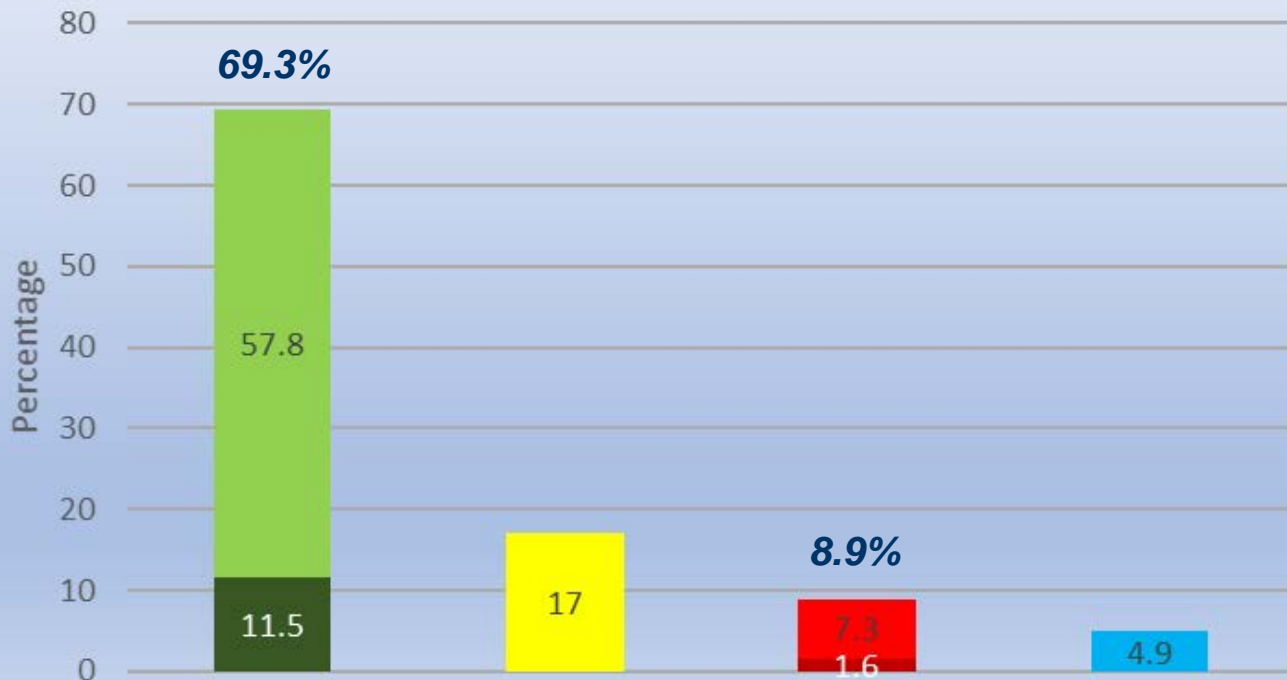


Observation

Strategic Planning is one of the most important processes of any organizational structure. There is strong expression for having one administrative structure (59.8%), one incorporated organization (47.8%), and one strategic plan (67.9%).

Relationships with Auxiliaries, LSOs, and CLWR

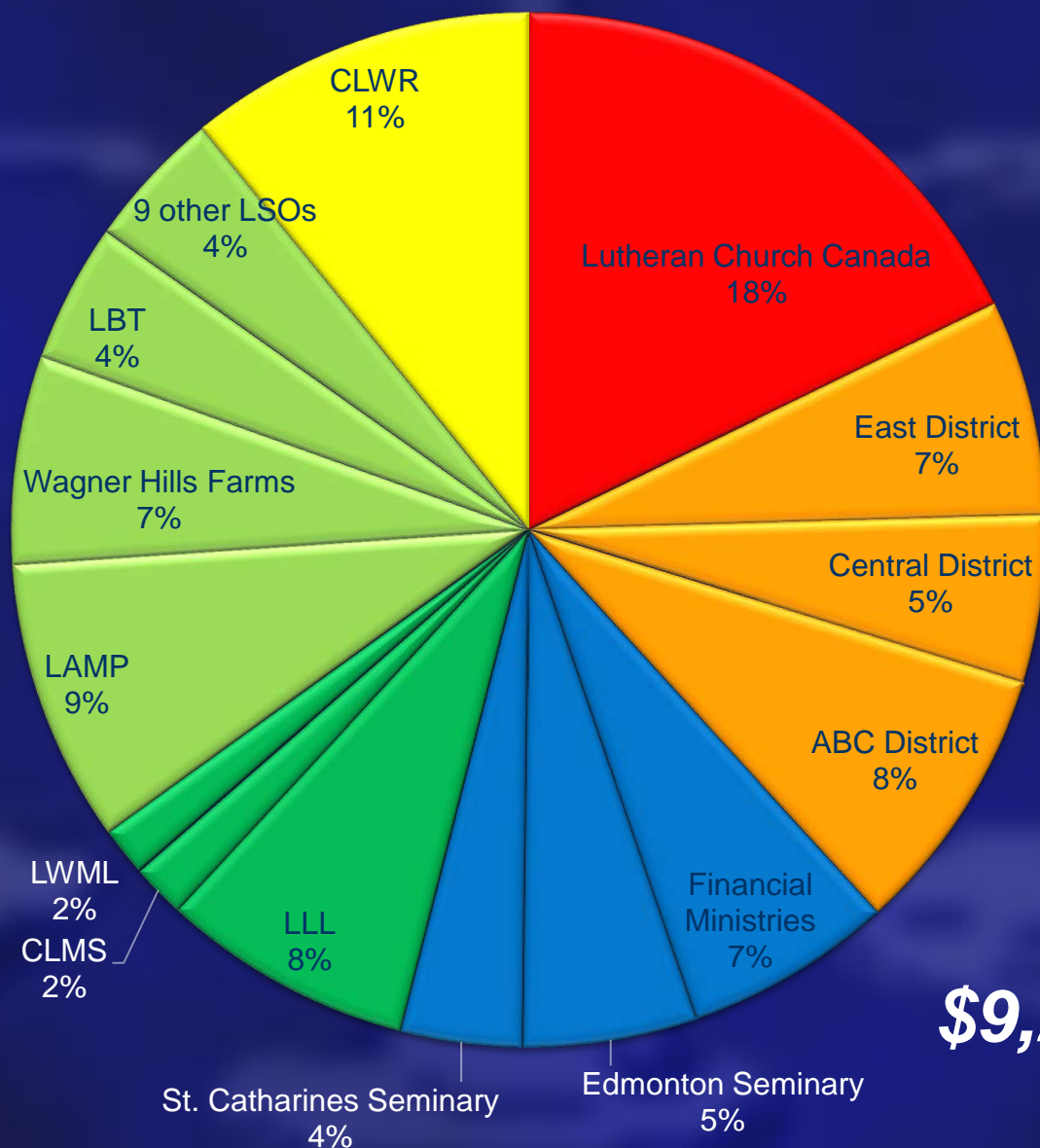
60. I am comfortable with thinking of the synodical family as including all the Auxiliaries and Listed Service Organizations. (LCC - All)



Observation

The positive response to the statements dealing with the Auxiliaries and the Listed Service Organizations are among the highest in the survey.

2014 LCC Income By Organization



Total
\$9,206,000

Allocation of Resources by Services

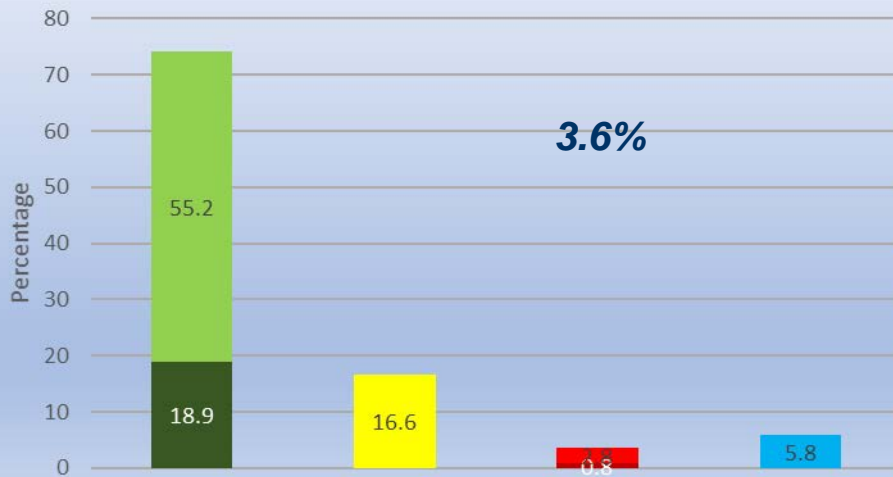
	Doctrinal Supervision	Building Community	Care for Members	Training Workers	Canada Missions	World Missions	Social Ministry	Financial Ministries	Total
LCC	225,000	155,000	65,000	500,000	10,000	550,000	100,000		1,640,000
East D	75,000		30,000	5,000	470,000	40,000			620,000
Cent D	75,000		30,000	10,000	355,000	10,000			480,000
ABC D	85,000		235,000	5,000	450,000	5,000			780,000
Financial Services								600,00	600,000
Edmonton Seminary				500,000					500,000
St. Catharines Seminary				350,000					350,000
LLL			350,000				375,000		725,000
CLMS						155,000			155,000
LWML		50,000	35,000		5,000	50,000			140,000
LAMP					816,000				816,000
WHF							600,000		600,000
LBT						400,000			400,000
9 LSO					95,000	170,000	135,000		400,000
CLWR							1,000,000		1,000,000
Total	460,000 5%	240,000 3%	745,000 8%	1,370,000 15%	2,201,000 24%	1,380,000 15%	2,210,000 24%	600,000 6%	9,206,000 100%

Auxiliaries and Listed Service Organizations

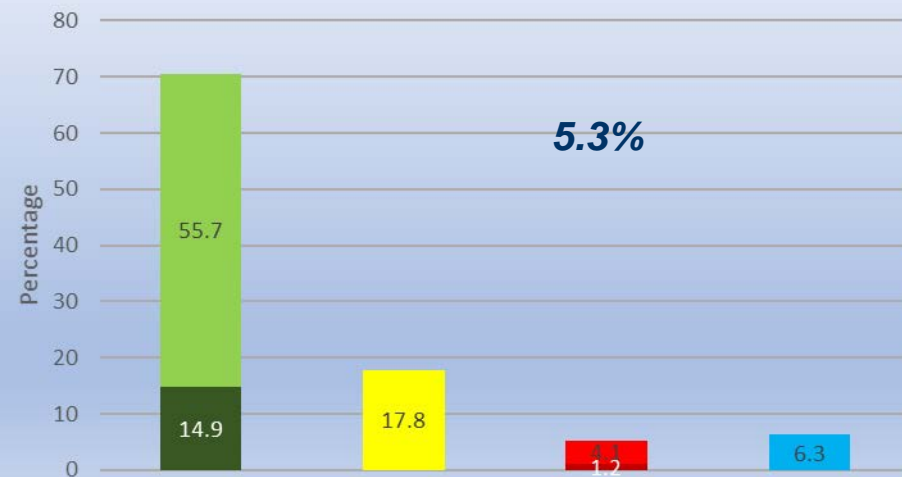
74.1%

70.6%

53. The Auxiliaries, listed at the beginning of this survey, are valued strategic partners in the overall ministry of LCC.(LCC - All Responses)

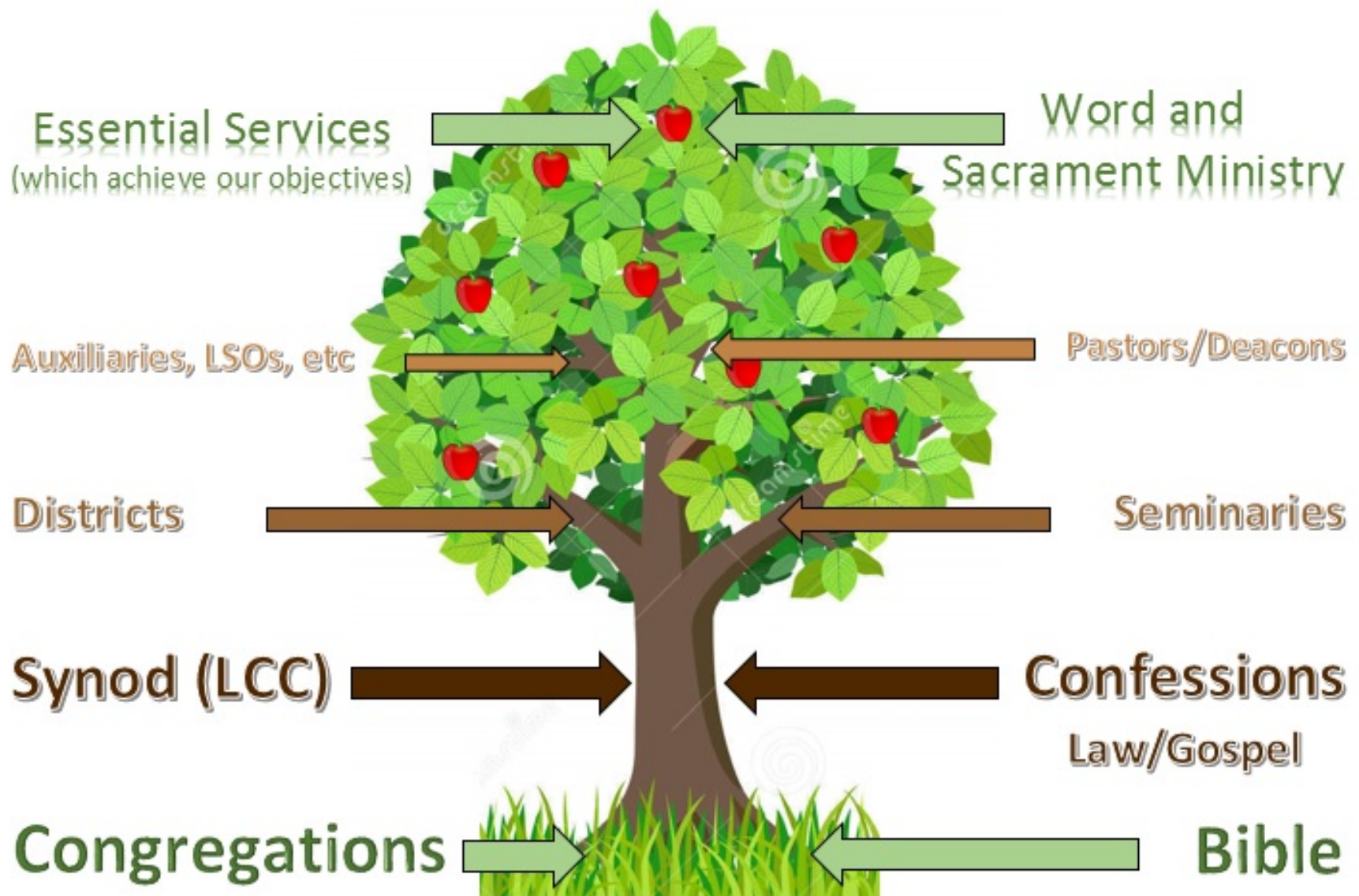


54. The LSOs, listed at the beginning of this survey, are valued strategic partners in the overall ministry of LCC.(LCC - All Responses)



Observation

The level of support for the Auxiliaries and the Listed Service Organizations is very strong and almost identical.



The corporate structure
of Synod.

The ecclesiastical flow of doctrine
and practice.

Nine Insights for discussion on the survey for the LCC Discussion Groups from Easter to June 30.

Based on the survey results regarding the restructuring of LCC, which support a major overhaul of our structure, the CCMS and LCC Board of Directors are offering the following points for discussion and information as a means of receiving additional input from the members of LCC to the CCMS and Board of Directors of the Synod:

- 1. The Survey gave clear indication that the respondents favour dissolving the Districts and restructuring the Synod to function with one Administrative structure, including the possibility of restructuring the circuits/regions geographically.***
- 2. The Survey indicated that the District CEFs ought to be merged into one Synodical CEF subject to legal review.***

3. The Survey respondents reaffirmed our practice that each congregation of Synod may cast two votes at a Convention (currently at District Conventions). The two votes are to be cast as follows: one vote to be cast by ONE OF ITS ROSTERED CHURCH-WORKERS, and ONE TO BE CAST BY A LAY PERSON. If the Districts are dissolved as indicated above, then the majority of Survey respondents were in favour of having every congregation in LCC be represented in this manner at subsequent National Conventions.

4. The Survey showed that a majority of the respondents preferred having the Synodical Presidency divided into two separate positions: “Spiritual Leader” and “Administrator”.

5. The CCMS with the support of the Board of Directors of LCC would like to have a discussion across Canada by groups to explore the options for the title for the “Spiritual Leader”. Note: A large majority of lay people preferred “President” and a large majority of the clergy preferred “Bishop”.

6. Although restructuring the training of deacons was shown to be a high priority for Survey respondents, it must be noted that the Board of Directors of LCC are currently involved in extensive discussions, consultations, and decision making regarding that restructuring and so any helpful ideas will be passed on directly to them. Any restructuring in this area will come about as a result of the Board of Directors action.

7. The question of the Seminaries was answered at the 2011 Synodical Convention where the direction was given to the Board of Directors by the Convention to implement a Memorandum of Understanding between the two Seminaries which would facilitate more cooperation and financial savings. This has been done, is in effect, and has resulted in financial savings, significant growth in the number of young men entering the Seminaries and an improved common curriculum between the Seminaries. Attached are the MOU and the 2014 Convention Resolution regarding the Seminaries.

8. The Survey indicated that respondents wanted a clarification of the relationship between the Lutheran Church-Canada and Concordia University of Edmonton. That clarification is currently being prepared by the Board of Directors and will be made available to the church at large in the near future.

9. The relationship between Lutheran Church-Canada and Canadian Lutheran World Relief is also being clarified and established by the Board of Directors of LCC at this time. Once the shape of this relationship is firmed up, the Board will communicate that relationship to the whole church.

The CCMS invites you to attend, arrange, or request a discussion group in your congregation or area. Please ask your pastor or circuit counsellor for the date and location of a discussion in your area or for assistance in arranging a discussion group that you can attend. At the end of June the CCMS will make recommendations based on the survey and these Canada-wide discussions.

Presented by
The Commission on Constitutional
Matters and Structure



For the Members of
Lutheran Church-Canada

Appendix 1: Seminary MOU Resolution 11.2.02a

Resolution 11.2.02a To Support the LCC Board of Directors and Synod's Seminaries as They Respond to Resolution 08.3.04

WHEREAS the synod authorized the Board of Directors (BOD) in Resolution 08.3.04 "To Implement a Cost Efficient Seminary Program for Lutheran Church-Canada;" and

WHEREAS the BOD established a Task Force to devise a cost-efficient seminary program; and

WHEREAS this Task Force presented its findings to the BOD in the report, "Task Force on Cost-Efficient, Sustainable Seminary Education" (Convention Workbook, p. G.34-G.66); and

WHEREAS the Task Force presented to the board further projections of income and expenses for both St. Catharines and Edmonton seminaries until the 2013-2014 school year; and

WHEREAS on April 14, 2011 representatives of the Boards of Regents of the two seminaries and the BOD signed a Letter of Intent outlining the progress toward developing a "Memorandum of Understanding and Agreement" (MOU); and

WHEREAS the intention of these three parties was "to continue negotiations in good faith with a view to developing and entering into a written MOU by the time of the Synod Convention in June 2011;" and

Appendix 1 (cont.)

WHEREAS these developments show the willingness of Concordia Lutheran Seminary, Edmonton, Concordia Lutheran Theological Seminary, St. Catharines, and the BOD to work toward sustainable, cost-efficient seminary training in Canada utilizing the existing two seminaries at their current sites; and

WHEREAS in order to effectively implement Resolution 08.3.04, many complex factors requiring extensive negotiations continue to take place so that Lutheran Church-Canada will have cost-efficient seminary training; therefore be it

RESOLVED that the synod in convention commend all parties involved for their efforts thus far, and for their commitment to continue negotiations in good faith, with the Board of Directors retaining the authority to approve and implement the agreements that are reached; and be it further

RESOLVED that we implore our gracious heavenly Father to direct all our decisions on this matter so that the labourers which He provides for His harvest field may faithfully reflect Christ as the only Light to the church and world; and be it finally

Appendix 1 (cont.)

RESOLVED that Overture 2.01 “To Provide a Cost-Efficient Seminary Education,” Overture 2.02 “To Establish a Single Site Seminary Education on a single campus,” Overture 2.04 “To Declare and Support Concordia Lutheran Seminary, Edmonton the Only Site for Seminary Education in Canada for Lutheran Church-Canada. Overture 2.05 “To Decline the Plan Proposed by the Task Force on Cost-Efficient Sustainable Seminary Education,; and Overture 2.06 “To Consolidate Seminary Education at One Site” be respectfully declined.

Action: Adopted, Session 6

Appendix 2: Memorandum of Understanding

MEMORANDUM OF UNDERSTANDING AND AGREEMENT

THIS AGREEMENT made in triplicate as of the 5th day of June, 2011.

BETWEEN:

LUTHERAN CHURCH-CANADA
(herein called "LCC")

OF THE FIRST PART

- and -

CONCORDIA LUTHERAN THEOLOGICAL SEMINARY-ONTARIO
AND
CONCORDIA LUTHERAN SEMINARY

(herein collectively called the "Seminaries" or individually
called "Each Seminary")

OF THE SECOND PART

WHEREAS LCC was incorporated as a religious body pursuant to the Act to Incorporate Lutheran Church-Canada 7-8 Eliz. II Chap. 68, S.C. 1959;

AND WHEREAS Concordia Lutheran Theological Seminary-Ontario was incorporated in the Province of Ontario by Letters Patent dated November 5, 1976;

AND WHEREAS Concordia Lutheran Seminary was incorporated by Chapter 72 of the Statutes of Alberta, 1984;

AND WHEREAS the Seminaries are each operating seminary programs to recruit, educate and form pastors, deacons, and other professional church workers to meet the pastoral needs of congregations sharing the ecclesiastical bond (the "Synod") with other entities who have accepted the principles, doctrines and religious standards of LCC as set out in the Constitution and Synodical By-laws of LCC;

AND WHEREAS the 2008 Convention of Lutheran Church - Canada in Resolution 08.3.04 resolved to create a cost efficient seminary program for the training of pastors for Lutheran Church-Canada and authorized the Board of Directors to implement a plan to fulfill this resolution

AND WHEREAS it is agreed between the parties that the Seminaries must work together to establish a system of complementary cost effective, sustainable seminary education;

NOW THEREFORE in consideration of the mutual covenants herein contained the parties agree as follows:

Revised May 19, 2011

OBJECTIVE

1. The parties agree to work together with the objective of achieving one system of complementary cost effective, sustainable seminary education.
2. The parties agree that the Seminaries will coordinate their activities so as to provide a full complement of training and educational services between them to individuals who wish to serve as pastors and professional church workers within the Synod.

CURRICULUM

3. The parties agree to work together to establish an integrated curriculum for the Seminaries so as to avoid duplication in delivery of programs as much as possible. Each seminary will identify courses to be offered residually taking into account the residency requirements established by accrediting agencies and didactic need.
4. The seminaries also agree to the use of telecommunication technologies to avoid or minimize duplication of training and educational services, as well as the use of alternate teaching methods in order to deliver cost efficient distance education courses and programs. The seminaries also agree to explore distributed learning models offered by ATS accredited schools.
5. The Seminaries agree to investigate compatible student information systems, enrolment and record keeping procedures that satisfy ATS standards and streamline cross-seminary enrolments and transfer credits.
6. All parties agree to coordinate activities so as to avoid duplication of administrative functions by creating single programs to serve both Seminaries in areas of recruitment, development, registration, support and maintenance of training and educational services.
7. The Seminaries agree to establish a program of professional education and ongoing training and guidance for faculty and instructors that will ensure a quality distance education program.

Appendix 2 (cont.)

FINANCE AND ADMINISTRATION

8. The Seminaries agree to adopt as an objective and to pursue initiatives so as to limit their combined operating budgets to an aggregate amount of \$1.45 million per annum by the 2012-2013 fiscal year including an annual contribution from LCC. The combined aggregate operating budget amount is to be reviewed annually.
9. All Parties agree to establish a joint committee composed of representatives of the Seminary Administrations, Board of Regents from each Seminary and the Board of Directors of LCC to oversee implementation of this MOU and to make recommendations to each Board of Regents and as necessary to the Board of Directors of LCC for action. This committee will also review the combined aggregate operating budget on an annual basis and may also explore further methods by which the parties may cooperate in achieving the objectives set out in this Memorandum of Understanding and Agreement. This committee will meet at least annually.
10. The Board of Directors of LCC will develop specific initiatives to enable the membership of the Synod to increase their support for seminary training in Lutheran Church – Canada, focusing specifically on our mutual responsibility to recruit suitable candidates for pastoral ministry and our mutual responsibility to ensure that the necessary financial resources are provided for high quality academic and pastoral formation of those candidates.
11. Lutheran Church-Canada Financial Ministries will coordinate development work for the endowment funds of each seminary, large gifts, and deferred gifts, while development staff at each seminary will focus attention on regular gifts, and strengthening personal relationships with faithful supporters.

OTHER

12. The parties agree to work together to investigate in further detail the steps that would be necessary to undertake a formal institutional merger which would entail one Board of Regents, one President, and a single administration.
13. The Boards of Regents of the seminaries will meet jointly on an annual basis. The parties agree to provide a joint report to LCC on the results of such meetings.
14. Details of the implementation of any activity resulting from this Memorandum of Understanding and Agreement shall be negotiated between the Seminaries as such specific cases may arise and will be outlined in Supplementary Agreements between the parties from time to time. Implementation of specific programs and activities under such Supplementary Agreements shall be subject to any constraints established by the constating documents of such

Seminary and/or any requirements of any University of any Institute of Higher Learning with which that Seminary may have an affiliation or agreement.

15. Each party will be responsible for its own out-of-pocket expenses associated with the implementation of the terms and conditions of this Memorandum of Understanding and Agreement.
16. The parties agree to keep all information and material provided from one to the other as confidential, and not to disclose same to any other person, firm or corporation without the prior written consent of the other.
17. This Memorandum of Understanding and Agreement may be terminated at any time by any party, provided that a written notice of termination is first provided by the notifying party to the other parties prior to December 31st of a calendar year, with such termination to be effective as of June 30th of the following calendar year and further provided that any termination shall not have any effect on any arrangement in place between the Seminaries which has a fixed date for termination different from the effective date of the termination of this Memorandum of Understanding and Agreement.
18. All matters of difference in relation to this Agreement shall be submitted to arbitration by any party giving to the other parties written Notice of such difference (the "dispute") and Demand for arbitration. Unless the parties agree to refer the dispute to the arbitration of a single arbitrator, each party shall within thirty (30) days after the receipt of the Notice of appointment appoint an arbitrator. The decision of the single arbitrator or alternatively of any two of the three arbitrators so appointed shall be final and binding upon the parties and their respective successors and assigns. If the parties do not agree to refer the dispute to the arbitration of a single arbitrator, and if a party who has been notified of a dispute fails to appoint an arbitrator, then a third arbitrator shall be appointed by the President of Lutheran Church-Canada. The cost of the arbitration shall be apportioned between the parties to the dispute as the arbitrator may decide. Any decision of the arbitrators shall have the same force and effect as if it were an award made under The Arbitration Act (Manitoba).

Appendix 2 (cont.)

IN WITNESS WHEREOF the parties hereto have executed the Memorandum of Understanding and Agreement as of the date first written above.

CONCORDIA LUTHERAN
THEOLOGICAL SEMINARY – ONTARIO

Per:

Per:

CONCORDIA LUTHERAN SEMINARY

Per:

Per:

LUTHERAN CHURCH-CANADA

Per: Robert Hughes
President

Per: Rw. Jeffrey
Secretary