

**Minutes - Board for Communication Services  
February 4-5, 2008  
Crowne Plaza Hotel, Saint Louis, MO**

Present: Dennis Clauss, Chairman; David Berger, John Bush, Ernest Garbe, David Kluth, Candace Mueller, Kevin Vogts, David Strand, Executive Director (non-voting) Excused: Eileen Bishop List

The chairman convened the meeting at 8 AM.

Opening devotion: D. Strand

A. **M/S/C** to approve the agenda.

B. **M/S/C** to approve the minutes of November 15-16, 2007.

C. Old Business

1. Director of News and Information Services -

The chairman thanked the Executive Director for handling the interview process and David Kluth for his frank sharing of his thoughts with the board. The board had unanimously ratified the Executive Director's recommendation to call the Rev. Dr. Kluth to the position of Director of News and Information Services in a telephone conference on January 18. Board members are encouraged to keep Dr. Kluth in their prayers.

2. E-publications

D. Strand recounted his conversation with Marvin Huggins of CHI. While ultimately it is the responsibility of CHI to archive the official publications of synod, the board agreed that initial discussions regarding preservation of the official publications of Synod will be more helpful if they include the following: Alan Meyer of Concordia Technologies, Marvin Huggins of CHI, David Strand of the BCS staff, and David Berger (representing "end users").

3. Time of Grace RSO request.

New RSO guidelines reduce the requisite proportion of LCMS people on RSO boards. In light of the fact that two district presidents have expressed support for Rev. Jeske's program, the board arrived at the following

**Consensus:** (a) involve President Kieschnick in the process for gathering information and advice regarding the potential "stepping into" WELS territory, and (b) send the new RSO application form to Rev. Jeske when it is available. The matter will be re-visited at a later meeting. Having all the information at hand will be helpful.

4. Board for Communication Services Policy Manual.

The manual has been revised according to the suggestions of the CCM as conveyed by the secretary of Synod.

**M/S/C** to ratify the Policy Manual and to send a copy of the revised manual to Secretary Hartwig.

5. BCS interviews with synod unit executives

C. Mueller, D. Strand, and E. Garbe conducted interviews with unit executives to determine their perceptions of synodical communications and their communications needs. (A report, consisting primarily of raw data, was distributed with agenda and appended to the protocol copy of the minutes).

The BCS serves “between” two constituencies: synodical boards, commissions, and elected officials at synodical headquarters and districts and congregations. As such it is both a consumer and generator of content. Content is received for dissemination from boards and staffs and communicated to the church body at large. The board must be equally aware of both constituencies in communications. The interviewers noted that the process was helpful both in what was learned and in the relationships that were nurtured. On the other hand, hard data on which to base decisions and actions were generally lacking.

**Consensus:** The committee will respond to the interviewees, summarizing what they heard, and prepare a distilled report on the process and results.

## 6. Policy Based Governance

The chairman presented information about this widely used governance model, noting that it is not generally a “good fit” for church governance. Can some aspects of it be borrowed and employed? For example, outcome policies can be helpful in setting direction toward concrete goals. Oversight is intended to fulfill the purpose of the organization as reflected, e.g., in bylaws, by setting direction for staff and clearly stating results of staff activities. Boards should lead through policy, not manage operations. Outcomes set expectations for what is to happen, guiding actions and decisions to arrive at results. An outcome policy states benefits that will accrue to which recipients at what cost. Example of a policy aimed at outcome: to arrive at unified and consistent district publications, the BCS provides to local editors of district supplements ready access to design templates, a selection from a stock of current content of synodical information, and clear publication standards.

### D. Executive Director’s Report

David Strand distributed handouts related to BCS performance in 2007 and plans in 2008, along with a key activities update. All are appended to the protocol copy of the minutes. Strand noted a positive turn in the slowing of *TLW* circulation losses and even a slight increase. The savings in *Reporter* printing costs might be applied to wider distribution. Highlights of goals include promoting increase in *TLW* circulation to 200,000; continuing improvements on the web site; better “branding” of the LCMS in the districts.

### E. New Business

#### 1. Review of BCS duties vis-B-vis strategic plan

Several guiding questions were used to initiate discussion:

- a. Is the BCS engaged in any activities that are not enumerated in the Bylaws?
- b. Are there activities in which the BCS is not engaged but which are desirable and might be added to the Bylaws?
- c. Do the Bylaws enumerate any activities/responsibilities that should be deleted, e.g., no longer relevant or outdated?
- d. Are there duties enumerated in the Bylaws that the BCS is not carrying out?

Several responses followed (ordered as above):

- a. Crisis management training; protection of intellectual property, e.g., logo; CIC
- b. National/international image campaign; government relations; member relations; networking in church (clearinghouse for church information)
- c. maintaining Standing Committee on News and Information Services; liaison with RSOs; working with CUS schools in developing communication programs.
- d. More work with CUS schools to encourage communication programs;

Following the discussion, the board returned to the matter of governance. Key question: Can it be

demonstrated that the organization is better off because of BCS efforts? What criteria would be useful and relevant? As an exercise to lead to clearer understanding of policy based governance, the board divided into groups to discuss a draft of six sample outcomes distributed by the chairman. The groups finally came together to compare their perspectives. While only two outcomes were compared, the discussion led to a broader conversation on marketing Synod's image, program alignment, and how the BCS might best support the mission of the church.

The board adjourned for supper at 5:55 PM

## **Tuesday, February 5**

The chairman convened the meeting at 8 AM

Opening devotion: D. Berger

### **E. New Business (cont.)**

3. Meeting of BCS personnel with Board of Directors (J. Bush, D. Strand, D. Clauss)

In anticipation of the meeting with the BOD on Feb. 14 or 15, the board reviewed a list of topics for discussion. The agenda includes general activities and responsibilities of the BCS, as well as specific issues related to KFUE.

### **Consensus:**

The BCS supports continuing

1. the 5-year moratorium on any talk of the sale of KFUE AM or FM radio licenses.\*
2. discussion with Concordia Seminary regarding taking over the operation of the stations
3. the operation of KFUE AM & FM with the intent of providing radio ministry at little or no cost to the synod

In response to the chairman's request regarding preparation of the agenda, the following suggestions were made:

1. Request items for the agenda from all board members before the final agenda is published.
2. Include more reports and business details with the agenda rather than distribute them at the meeting.

\* It was subsequently learned that the BOD has determined that a board cannot limit its own responsibilities or those of a subsequent board.

M/S/C to adjourn

Closing prayer: D. Berger

Respectfully submitted,

David O. Berger, secretary

### **Future meeting dates / times:**

April 17-18 (Thurs. - Fri.), 2008 - LCMS International Center, St. Louis

August 4-5 (Mon. - Tues.), 2008 - Crowne Plaza, St. Louis