

BOARD OF HIGHER EDUCATION and CAMPUS MINISTRIES

HANDBOOK



(2020)

Virginia Conference of the United Methodist Church

Preface

This handbook was adopted 10/6/98 and revised over the years (9/2009, 4/2011, 10/2011, 2/2012, & 7/2012). The guidance in the handbook provides implementing instructions for the BHECM, Wesley Foundations and VA Conference campus ministries based on ¶ 634 of the 2016 *Book of Discipline* providing instructive information on conference boards of higher education and campus ministry, ¶ 1405 providing for programs to fulfill the ministry objectives, and Virginia Annual Conference Rules and Procedures pertaining to Annual Conference Boards and Agencies.

The 2012 revision of the handbook was based on the Report of the Campus Ministry Implementation Team (CMIT) of the Virginia Annual Conference (approved 2011). Three significant changes were implemented. First, a new vision for campus ministries was conceived and approved. Second, an aligned organizational structure was developed to provide clear accountabilities and a direct role for District Superintendents. Third, a comprehensive set of effectiveness measures was identified for use across all campus ministries. The measures were established for local campus ministry boards and staff, along with the Board of Higher Education Ministries, and District Superintendents to consistently improve ministry effectiveness and efficiency

The 2016 revision of the handbook is based on the findings and recommendations of a Grants Criteria Committee appointed by the BHECM on September 22, 2015. The committee evaluated a wide variety of approaches and criteria that could be used to support campus ministry salaries and contribute to overall campus ministry effectiveness. The committee recommendations were approved by the BHECM on February 22, 2016 and are contained in Chapter 6 of this handbook. The draft of the handbook was sent to all campus ministers and local boards for review on October 13, 2016, with a request for comments and recommendations by October 30, 2016. No recommendations for change were received.

The 2018 revision of the handbook focuses on the administrative updates required because of Virginia State University and Old Dominion University becoming full time Wesley Foundations, and some outdated information pertaining to local board reports.

The 2019 revision of the handbook clarified the difference between an audit and a financial review. Campus ministries are only required to do an annual financial review. It also revised the content of Chapter 8, which discussed funding policies and has been revised to include financial management guidelines.

The 2020 revision included administrative updates and some realignment of property committee responsibilities.

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Chapter 1: Campus Ministry in the Virginia Conference – Mission, Vision, & Context

MISSION

The MISSION of campus ministry in the Virginia Conference is that of The United Methodist Church: “To make disciples of Jesus Christ for the transformation of the world.”

VISION

The VISION of campus ministry in the Virginia Conference is “Campus Ministry invites and equips students to explore, engage, and embody an active faith in God.”

While campus ministry is concerned about the whole of higher education, its primary focus (indeed, the focus of higher education itself) is on the nurture and enrichment of the lives of students. Campus ministry is unique in being a service both of local pastoral care and of mission outreach. While each local unit has its own understanding of this task, the following statement from the Board of Higher Education and Campus Ministries (BHECM) should inform ministry in each locale:

The Church is the Body of Christ with but one mission: to witness to the presence of Christ in the world. What distinguishes campus ministry is that it is called to witness to God’s graceful activity in the world of higher education. For this reason, campus ministry understands its role in the educational process as a partner that seeks to shape the quality of individual and community life and to foster a more just and humane society.

In addition to the mission and vision for campus ministry in the Virginia Conference, effective and faithful ministry in the world of higher education will require openness to a variety of forms and expressions which are shaped in part by the particular college or university setting, by the sense of identity of the local campus ministry unit, by available resources, and by the action of the Holy Spirit.

The Virginia Conference maintains eight full-time Wesley Foundation Campus Ministries in the following Districts:

- The College of William and Mary (York River District)
- James Madison University (Includes a new church start RISE) (Harrisonburg District)
- Longwood University and Hampden-Sydney College (Farmville District)
- Old Dominion University (Elizabeth River District)
- University of Virginia (Charlottesville District)
- Virginia Polytechnic Institute and State University (Roanoke District)
- Virginia Commonwealth University (Richmond District)
- Virginia State University (James River District)

The Virginia Conference supports five Ecumenical Campus Ministries:

- Campus Christian Community at the University of Mary Washington (Rappahannock River District)
- Community College Ministries of Southwestern Virginia United (Roanoke District)
- United College Ministries at George Mason University (Alexandria)

District)

- Norfolk State University Wesley-Westminster Foundation United (Elizabeth River District)
- United Campus Ministries at Christopher Newport University (York River District)

The Virginia Conference has five United Methodist Institutions served by Chaplains:

- Ferrum College
- Shenandoah University
- Randolph-Macon Academy
- Randolph-Macon College
- Virginia Wesleyan College

The following chapters in the handbook will provide guidelines and procedures for the effectiveness of campus ministry in the Virginia Conference.

Chapter 2: The Structure of the BHECM in the Virginia Conference

The BHECM in cooperation with the General Board of Higher Education and Ministry and the Common Table for Church Vitality, shall develop programs to provide for higher education and ministry objectives as set forth in ¶ 1405 of the 2016 *Book of Discipline*, and to perform the responsibilities regarding education and professional campus ministries as set forth in ¶ 634 of the 2016 *Book of Discipline*. Furthermore, the BHECM shall equip campus ministries in fulfilling the Virginia Conference mission and vision for campus ministry. The mission of campus ministry in the Virginia Conference is that of The United Methodist Church: “To make disciples of Jesus Christ for the transformation of the world.” The vision of campus ministry in the Virginia Conference is “Campus Ministry invites and equips students to explore, engage, and embody an active faith in God.”

Membership: With an effort to maintain a balance of clergy and laity, the BHECM shall have 12 Conference elected members placed in four classes consisting of:

- a current campus minister (Representative of the Campus Ministry Association CMA)
- a current Campus Ministry Local Board Chairperson,
- a current local pastor with passion for campus ministry,
- a current United Methodist College representative,
- a young adult/student
- a member with expertise in property management,
- six general members (with a preference for expertise in executive leadership, finance, communication (internet technology), and marketing).
- the member who has expertise in the area of property management shall also serve as the chairperson of the Wesley Foundation, Inc. Board of Trustees and the Conference Board of Property Managers.
- of the 12 members, a priority will be placed on having representation from the 11 districts with campus ministries.
- ex-Officio Members with voice but without vote:
 - The Director of Connectional Ministries,
 - The Conference Treasurer,
 - The Liaison District Superintendent (liaison between the BHECM and the Cabinet),
 - The Associate Director of Learning
 - The Conference Staff Liaison with the Global Board of Higher Education and Ministry (GBHEM)
- the term for chairperson shall be four years and for members shall also be four years and as specified by section I E8 of the Conference Rules and Policies. Nominations and election of the chairperson shall follow sections I E11 of the Conference Rules and Policies.
- in accordance with the Conference Rules and Policies I E1, all nominations for the board will be made by the Conference Leadership and Discovery and Development Team.

Responsibilities: Serving on BHECM is both an honor and a responsibility bringing both rewards and challenges. Being a part of the work happening through our colleges,

universities and Wesley Foundations is a special experience. Service requires a commitment of time, skill and resources. Below are a few of the key responsibilities that apply to all members:

PRESENCE: Attend all board meetings. Two unexcused absences from BHECM meetings in a given conference year is assumed to be your notice of resignation. (See I E4)

PREPARATION: Be informed about BHECM's mission, vision, responsibilities and policies. Review agenda and supporting materials prior to board and committee meetings.

SERVICE: Actively serve on at least one committee and function as a BHECM liaison to one local campus ministry board and attend at least one meeting of the local board each year.

ADVOCACY: Be familiar with all the ministries under the BHECM umbrella and inform others about the work of our colleges, universities and Wesley Foundations. Connect students from your local church and district to Wesley Foundations and/or Ecumenical Campus Ministries

BHECM Organization:

The Executive Committee: The Executive Committee of the BHECM shall consist of the chairperson, the Liaison District Superintendent, the current campus minister, the member with expertise in property, the BHECM finance chair, the BHECM secretary and one other member. The Executive Committee of the Board shall also function as the board of directors for the Wesley Foundation, Inc.

Wesley Foundation, Inc. Board of Trustees: The BHECM member with property expertise will serve as the chair of the Board of Trustees. The responsibility of this board is to supervise the management of Wesley Foundation properties. See Chapter 9 of this handbook for specifics.

Finance Committee: The BHECM member with financial expertise will serve as chair of the finance committee. This committee will provide general supervision of all funds and securities of the Board, including scholarships and work with Executive Committee to create an annual budget for submission to the CF&A. The committee will review annual budget reports, requests and financial reviews from each Campus Ministry and provide feedback to the local boards on whether they exceed, meet or do not meet expectations. Where general expectations are not met, guidance will be provided.

Local Board Assessment Committee: The BHECM Local Board Chairperson will serve as chair of the local board assessment committee. This committee will provide oversight of the health of local campus ministry boards to include Wesley Foundations, Ecumenical and hybrid campus ministries. This will be accomplished through consultations, training events, and other resources. The committee will review and evaluate the monthly campus ministry reports and provide feedback to the local boards on whether they exceed, meet or do not meet expectations. This committee will also ensure that all required reports are being submitted and use this general information to develop effectiveness training and review annual board self-evaluations. The intent is to ensure each Board is fulfilling its responsibilities according to the United Methodist Book of Discipline and best practices for religious non-profit boards.

Technology Committee: The board member with internet technology expertise will chair this committee. The primary purpose will be to manage the campus ministry system, manage a board portal, and maintain the currency of the BHECM web site and manage a local board resources/effectiveness web site.

Personnel Team: The board chairperson, the assistant director of learning, the liaison district superintendent and one additional board member to act as the committee chair. This team will be augmented as necessary to provide general oversight of the health of each campus ministry. They will review annual ministry personnel evaluations and related reports. As necessary they will consult the responsible district superintendents.

- For the appointment of new WF directors, the BHECM will appoint a search committee. Search committee membership include the responsible district superintendent, the assistant director of learning, the personnel chair, the local board chair, plus additional appointments as needed from the Campus Ministers Association of the local board.
- Search Committee Tasks: Prepare a job description (BHECM Handbook Ch. 5 lists job responsibilities), conduct a survey of board members and students to ascertain essential qualities/credentials, prepare a timeline of actions, establish salary/benefits, publicize, check references
- Ongoing Communications between the BHECM and Cabinet: The focus of the communications is on overall Wesley Foundation performance. Quarterly trends and issues. Annual performance as measured by the Campus Ministry System (CMS) metrics. annual performance as measured by the Campus Ministry System (CMS) metrics

Meetings and Quorum:

The BHECM will meet as necessary, but a minimum of 6 times a year (these meetings could include effectiveness training forums). The Executive Committee will meet as needed.

The agenda for each meeting will be forwarded to all board members no later than 10 days prior to a meeting and the minutes of each meeting will be forwarded to each board member by the Secretary no later than 20 days after a meeting.

In addition to the general meetings there will be Effectiveness Training Forums for Local Campus Ministry Boards and Effectiveness Training Forums for Campus ministers/Chaplains.

A quorum will consist of those members present and voting at a duly called meeting.

Instructive Information for the BHECM from The Book of Discipline ¶ 634

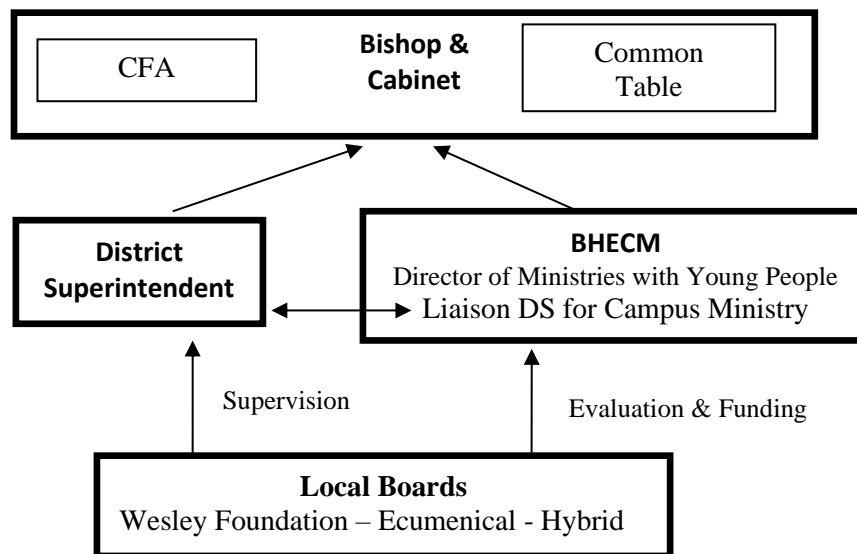
The following responsibilities pertain to the BHECM as relates to local boards and campus ministries within the Virginia Annual Conference:

1. To recommend policies to guide the annual conference in its program of ministry in higher education. *4 a (2)*
2. To train and provide resources for district committees and local church ministry areas of higher education and campus ministry. *4 a (3)*
3. To evaluate campus ministries with concern for the quality of their performance, the integrity of their mission, and their response to the missional goals of the general Church and the annual conference. *4 a (7)*
4. To present to the council on ministries and then to the council on finance and administration the financial needs for adequate support of Wesley Foundations and other

campus ministries related to the annual conference for apportionment to the churches within the conference. *4 b (1)*

5. To establish, where appropriate, foundations or other means to ensure the ongoing support of the annual conference program of ministry in higher education. *4 b (3)*
6. To council campus ministries about their charters, constitutions, revisionary clauses and liability. *4 b (4)*
7. To ensure that each Wesley Foundation and campus ministry has a Board of Directors or a governing committee that provides for planning and implementing a program of mission and ministry to the campus. *4 d (2)*
8. To hold the Wesley Foundation board of directors responsible for the administration of the foundation in accordance with the policies and objectives of the BHECM.
9. For Wesley Foundations, in consultation with local boards: *4 d (2)*
 - a. (Personnel) Determine personnel needs, standards for professional staff, procedures for selection and termination, national search policies, consult with the bishop and cabinet when securing the appointment of ministerial staff members,
 - b. (Financial) Encourage the establishment of permanent endowment funds to include investment policies and standards. Develop policies and procedures for planning, financing and construction of buildings in consultation with the appropriate conference agencies.
 - c. (New Ministries) After extensive study determine where new campus ministries are needed.
 - d. (Discontinuation) Prior to discontinuation of a Wesley Foundation or campus ministry the BHECM will assess its potential as outlined in ¶ 634.4.d and ¶ 1413.3.c. The recommendation to the annual conference will include proposals for future use of property as appropriate.

Chapter 3: Structure for Accountability of Campus Ministry in the Virginia Conference



Summary of General Responsibilities Associated with the Accountability Structure

Bishop and Cabinet: Receive and review performance effectiveness information prepared by the BHECM and associated recommendations to inform funding decisions.

CFA (Council on Finance and Administration): Appropriate funding for campus ministry and higher education to the Common Table for disbursement to the BHECM and to UM institutions.

Common Table: Receive and review summary performance effectiveness information prepared by the BHECM.

BHECM: Review performance information based on local board reports, consultations and visits and provided feedback to local boards and to District Superintendents through the Liaison District Superintendent. Fulfill the specific duties from the Book of Discipline, Paragraph 634 as outlined in this handbook.

Assistant Director of Learning: Serve as liaison to all entities connected with campus ministry organization. Ensure all performance data and evaluation is submitted by local boards and distributed to appropriate BHECM committees.

Liaison District Superintendent: Serve as liaison between the Cabinet and the BHECM. Report performance information to local district superintendents based on BHECM review and any recommendations for urgent action.

District Superintendents: Review performance data and recommendations for urgent action by the liaison district superintendent. Conduct the annual local board/campus ministry performance review specified in Chapter 6 (Grants Management and Campus Ministry Effectiveness). Receive

and review Preference Forms from United Methodist Clergy and associated local board personnel committee recommendations and determine appropriate actions.

Local Boards: Ensure all reports specified in Chapters 7 (Campus Ministry/Local Board Reports) are prepared and submitted. Prepare and submit Preference Form to the district superintendent. Participate in effectiveness training forums.

Campus Minister: Work with local board to ensure all reports specified in in Chapter 7 are submitted. Participate in the annual evaluation conference conducted by the District Superintendent. Participate in effectiveness training forums. Fulfill responsibilities specified in Chapter 5 (Campus Minister Responsibilities)

Chapter 4: Local Board Responsibilities

Campus ministry in Virginia is only as strong as the local boards that supervise and administer campus ministry within college and university settings. Campus ministry is not merely the responsibility of the professional personnel but is just as much the responsibility of the entire local board. All campus ministries that receive support from the BHECM will have a local board of directors or local church committee to fulfill the responsibilities listed below. (§ 634, 4 d (2)). The responsibilities are described throughout this handbook.

Local boards are not autonomous agencies but are directly accountable to District Superintendents, the BHECM, and the Common Table which are the designated Conference entities in charge of the overall supervision and evaluation of campus ministry personnel, ministries, and funding. The DS does not serve on the board of a Wesley Foundation; the DS or someone s/he appoints will serve on the boards of ecumenical campus ministries. Members are nominated by the local board but must be coordinated with the Board of Higher Education and Campus Ministries on behalf of the Annual Conference. (See annual local board membership report due 1 June). In addition, related district superintendent(s) will be consulted regarding nominations to the Board. The following reflects the general responsibilities of local boards:

- Establishing local ministry leadership structure, goals, and approaches.
- The local board shall reflect the diverse constituencies within the campus Christian community who have a stake in campus ministry. It shall be composed of members who have a serious interest in education and campus ministry, representatives of local churches that border the campus community, local clergy, ecumenical members and student members.
- The campus ministry has a constitution that establishes the name, relationships, purpose, membership, government and professional staff.
- The campus ministry has by-laws for the board and student governing bodies that clarify overall responsibilities, officers and their election, the executive committee, standing committees and their responsibilities, and guidance pertaining to amendments, revisions and adoptions.
- Establish policies and be responsible for the direction and administration of the campus ministry under the direction of and in accordance with the policies and standards established by the Board of Higher Education and Campus Ministries of the Virginia Annual Conference.
- The campus ministry mission statement is clearly communicated and is effectively applied to every aspect of the campus ministry's programs, operation, and curriculum, along with the vision of the overall ministry.
- Hold regular sessions and make the reports as required by the Board of Higher Education and Campus Ministries of the Virginia Annual Conference.
- Plan for adequate financial support for the administration of the program of the campus ministry.
- Provide a budget for the administration of the campus ministry programs and arrange for an annual financial review.
- Provide for adequate staff to establish and supervise the program. This could include the campus minister an administrative assistant and other staff as deemed necessary by the Board.
- If authorized to own property, make provisions for adequate physical facilities after

considering the recommendations of the Property Committee. The Board shall also approve permanent physical changes of the building. For additional information on property responsibilities see Chapter 9 Property Management and Wesley Foundation, Inc.

- As appropriate, interpret the relationships between the College and the campus ministry and the relationship of the campus ministry to the churches in the local community.
- Be responsible for enlisting new members for the board who can contribute to the life of the ministry.
- Provide an adequate orientation to the organization. Each new member should have a Board job description.
- Annually evaluate the campus minister's work. The evaluation should reflect the ministry setting, the length of service of the campus minister, the nature of the local ministry and its expectations and special concerns.
- Annually evaluate the program and goals of the campus ministry. The goals of the ministry should be inclusive of the campus ministry's philosophy and mission and expressed as short-term goals (1-5 years) and long-term goals (6 or more years).

Effectiveness Training for Local Boards

To ensure local board have continuous access to resources for training and development a web site (www.wesleyboardresource.org) has been developed and is being maintained by the BHECM Local Board Assessment Committee that covers the topics of governance, development, outreach, personnel, financial management, grant writing, missions and evaluation.

Chapter 5: Campus Minister Responsibilities

The Greater Church: Fulfill ordination obligations to Word and Sacrament by offering opportunities for worship and celebration of the sacraments on campus and making him- or herself available to preach at other congregations.

- Seek opportunities to communicate with Annual Conference, District, and local churches to inform and involve them in campus ministry.
- Fulfill all denominational obligations applicable to the Director's episcopal appointment.
- For United Methodist clergy:
 - Establish and maintain some form of contact with all known United Methodist students, faculty, and staff.
 - Serve on District and Conference Committees, as possible.

Direct Ministry to Students, Faculty, and Staff: Provide assistance to the Student Leadership Team in planning, implementing and evaluating its overall programs of worship, study, fellowship, service, and leadership development.

- Provide pastoral care, counseling, and spiritual direction to individuals, providing comfort to the afflicted and afflicting the comfortable.
- Lead and/or facilitate opportunities for discipleship formation and growth such as small groups, one-time events, and retreats addressing aspects of discipleship, the Bible, ethics, and spiritual faith issues.
- Provide students with vocational counseling, particularly those interested in pursuing full-time Christian service via careers in the church's various ministries; and keep students informed of various job possibilities that exist in the church for summer, part-time, or full-time employment.

Work with the Board: Share responsibility with the Board of Directors for fulfilling the obligations and responsibilities to provide a comprehensive campus ministry to the college.

- Be a resource to the Board and the Student Leadership Team as they seek to provide opportunities for service and mission locally, statewide, regionally, and globally, and be involved in such mission and service opportunities on a regular basis.
- As appropriate, supervise the work of the Administrative Assistant, delegating duties as appropriate; support the work of the Board of Directors and its Committees; submit money and bills received to the Treasurer for deposit or payment.
- Work with the Development Committee of the Board to secure and maintain sources of funding for the ministry.
- Work with the Outreach Committee (or equivalent) to maintain contact with alumni, district churches, and assist in campus ministry publicity.
- Have responsibility for administrative operations of the campus ministry.

Residential Programs: As appropriate, assist the Property Committee of the Board as it develops guidelines for selecting residents in the Wesley Foundation, and administers the selection process. Develop, maintain, and nurture the residential program, with the cooperation of the Property Committee.

Greater College Ministry: Stay informed of issues in campus ministry and higher education through systematic study and reading; as able, to publish articles and/or reviews in these areas; and participate in opportunities to teach in the church and the academy. Participate in a range of activities on campus beyond the campus ministry to establish contacts and ministry with persons not affiliated with the campus ministry, and to enhance the visibility of the ministry.

Personal Development: Develop his/her spiritual life as a foundation for living as well as a model for students and others in the College community; take time for rest, retreat, and vacation and continuing education each year. Participate in statewide and national professional and academic organizations, e.g. United Methodist Campus Ministry Association, Association for Religion and Intellectual Life, National Campus Ministry Association, and Religious Education Association.

Chapter 6: Grants Management and Campus Ministry Effectiveness

Background: An Ad Hoc Committee was appointed at the September 22, 2015 BHECM meeting to study and present grant criteria recommendations to the BHECM that could be used to support campus ministry salaries and contribute to overall campus ministry effectiveness. The committee evaluated a wide variety of approaches and criteria relating to grants and campus ministry effectiveness to develop the recommendations. These recommendations were presented and approved at the BHECM at the February 22, 2016 meeting. This chapter includes the following:

- Campus Ministries Covered
- Grants Administration
- Grant Conditions
- Salary Administration
- Campus Ministry Reports
- BHECM Campus Ministry Reports Evaluation

Campus Ministries Covered:

The policies apply to the following campus ministries:

- Wesley Foundations at the College of William and Mary, Longwood University and Hampden-Sydney College. Old Dominion University, University of Virginia, Virginia Polytechnic Institute and State University, Virginia Commonwealth University, and Virginia State University.
- Hybrid Campus Ministry at James Madison University (RISE).
- Ecumenical Campus Ministries: Campus Christian Community at the University of Mary Washington, United College Ministries at George Mason University (ARISE), Norfolk State University Wesley-Westminster Foundation, and the United Campus Ministries at Christopher Newport University.
- The Community College Ministries of Southwestern Virginia includes the Alliance for Excellence, which is a partnership of African American Churches with community colleges, and Peacework organizes global service opportunities for college students. Because of their organizational and reporting structure, only their annual report of activities and a financial report will be required.

Grants Administration

Reasons for Changing to Grants:

- To provide consistency and equity among all campus ministries.
- Local boards supervise campus ministers but did not have a means to adjust their salaries based on performance and longevity. The Wesley Foundation campus ministry salaries were linked to changes to VA Conference staff salary changes.
- To establish a system of accountability that can be linked to campus ministry effectiveness.

Baseline for Grants:

- All grants are calculated using the average full-time Wesley Foundation campus minister salary/benefits that have been administered by the VA Conference as a baseline. Hybrid and ecumenical campus ministries have funding sources other than the BHECM and are adjusted accordingly. While the grants relate to salaries, the local boards, in coordination with the district superintendents and BHECM have the authority to set campus minister salaries.

- Hybrid Campus Ministry grants were set to equate to 85% of the baseline, ecumenical campus ministries at Historically Black Universities equate to 75% of the baseline, full time ecumenical campus ministries equate to 50% of the baseline and part-time ecumenical campus ministries equate to 25% of the baseline.

Grant Conditions:

The annual allocation of salary-based grants to all campus ministries (WF, Hybrid, and Ecumenical) *will be conditional*, based on the following:

- Receipt of required annual reports, and
- Meeting or exceeding standard expectations as evaluated by the BHECM/VA Conference Staff and the District Superintendent.

Campus ministries that are not meeting expectations or submitting the required reports can expect their annual grant to change. The BHECM recommends the change in consultation with the local board chair and the supervising district superintendent.

Salary Administration

Wesley Foundations: Campus minister salaries will be reflected as a grant, without allocation of these funds to the local board. The VA Conference will continue to administer the salaries and benefits. For salary adjustments, the following procedures will apply:

- If a local board determines that the campus minister's salary should be increased, a recommendation will be submitted through the District Superintendent to the BHECM. If approved, the local board will provide the necessary funding to the VA Conference.
- If a local board hires a new campus minister at a lower salary, the BHECM will allocate the difference between the salary and the grant to the local board to support non-salary-based operations.

Hybrid Campus Ministries: Grants to the hybrid campus ministries can be allocated to the supervising district superintendent's office or the local board for administration of salary and benefits. The BHECM grant is not intended to set the campus minister's salary and benefits. The local board will consider the grant and other funds available for new church starts as a resource. The annual salary and benefits should be set in consultation with the district superintendent.

Ecumenical Campus Ministries: Grants to the ecumenical campus ministries can be allocated to the supervising district superintendent's office or the local board for administration of salary and benefits. The BHECM grant is not intended to set the campus minister's salary and benefits. The local board will consider the grant and other funds available from other participating churches as a resource. The annual salary and benefits should be set in consultation with the district superintendent.

Campus Ministry Reports

Current Situation:

The Book of Discipline tasks all Boards of Higher Education and Campus Ministry to evaluate the effectiveness of campus ministries. The current system of reports will be used as the basis for this evaluation. There are five categories of reports are required by the BHECM Handbook and it is the responsibility of the conference staff (Associate Director of Learning) to collect, maintain and distribute the reports.

Reports Subject to Evaluation

Report	Description	Due
Campus Ministry System	Explore/Engage/Embody Events and Numbers	Monthly (Not later than the 12 th of the following month)
Financial Reports	Budget, Income & Expenses, Investments and Annual Financial Review	Spring Semester* (NLT June 1 st)
Personnel Report	Campus Minister Evaluation	June 10 th
Property Reports		
• Property Inspection		October 1 st
• Request for Special Funding		October 1 st
DS Annual Evaluation Conference	Review of All Reports	Conclusion of the Academic Year (NLT August 1 st)

The BHECM will be involved in the review and evaluation process. The Chairperson of the BHECM will provide Local Board feedback based on this process. The following BHECM committees/teams will review and evaluate the following reports:

- Campus Ministry System: Local Board Assessment Committee
- Financial Reports: Finance Committee
- Personnel Reports: Personnel Team
- Property Reports: Property Chair and Associate Director of Learning,
- DS Annual Evaluation Conference Report: Local Board Assessment Committee and Personnel Team.

BHECM Report Evaluation Recommendations

The following reports relate to the overall effectiveness of a campus ministry. Each report will be evaluated by the BHECM as exceeding, meeting or not meeting expectations. Corrective action will be taken by local boards for those areas not meeting expectations.

1. **The Campus Ministry Report** (events/attendance) (Due: 12th of each month – Aug-May)
 - a. Exceeds Expectations: Continuous growth over a two-year period and evidence that the reporting system is being used quarterly to analyze and improve programs and outreach. There is evidence of exceptional growth in all Explore, Engage and Embody events and participation.
 - b. Meets Expectations: Evidence that the reporting system is being used quarterly to analyze and improve programs and outreach. There is evidence of continuous growth in all Explore, Engage and Embody events and participation.
 - c. Does Not Meet Expectations: Reports are not being submitted in a timely manner and the system is not being used to analyze and improve programs and outreach **or** there is no evidence of growth in the Explore, Engage or Embody events and participation.
2. **Property Reports** – Including the Property Management Report, the Worksheet for Property Inspections and the Request for Special Maintenance/Renovation Funding. (Due 1 October)

- a. Exceeds Expectations: The property inspection is accurate and thorough, there is a 4-year plan for correcting all deficiencies, property use fees cover the cost of maintenance and a preventive maintenance program is in place that will preclude situations causing an emergency or near emergency. There is an endowment fund to manage long term property upgrades and maintenance.
 - b. Meets Expectations: The property inspection is accurate, corrective action is scheduled for known deficiencies, there is a 4-year plan for correcting all deficiencies maximizing the use of local funds and a preventive maintenance program in place that will preclude situations emergency or near emergency situations.
 - c. Does Not Meet Expectations: The property inspection is incomplete and corrective actions have not been scheduled for known deficiencies. AND/OR there is not a facility use program or other means to raise funds for routine local property maintenance.
3. **All Financial Reports** (Budgets/Income/Expenses/Financial Reviews): (Due Spring Semester – prior to 1 June)
- a. Exceeds Expectations: All financial reports meet funding policy guidelines; annual reviews indicate strong financial management practices and there is evidence that the campus ministry operations are self-sustaining through a strong annual campaign that creates sufficient reserves for future growth.
 - b. Meets Expectations: All financial reports meet funding policy guidelines; financial reviews indicate sound financial management practices and there is evidence that the campus ministry operations are self-sustaining through a strong annual campaign.
 - c. Does Not Meet Expectations: All financial reports are not submitted on time OR do not meet funding policy guidelines, OR annual financial reviews indicate corrections are needed in financial management practices and there is evidence that the campus ministry is not self-sustaining.
4. **Personnel Evaluation of the Campus Minister:** (Due: June 10th)
- a. Exceeds Expectations: The overall performance rating is an 8, 9 or 10 on the rating scale
 - b. Meets Expectations: The overall performance rating is a 4, 5, 6 or 7 on the rating scale
 - c. Does Not Meet Expectations: The overall performance rating is a 0, 1, 2, or 3 on the rating scale
- **Report of Annual Evaluation Conference by District Superintendent.** Each Campus Ministry is required to schedule and conduct an annual Campus Ministry Evaluation Conference with the District Superintendent during or immediately following the Spring Semester. The District Superintendent will review the following the board composition and meeting schedule, the financial documents, the annual financial review, the property reports if appropriate, and the Campus Ministry Reports.

The Evaluation Conference Report will be submitted to the BHECM prior to August 1st. The report will be signed by the District Superintendent, the Campus Minister and the Local Board Chair

Chapter 7: Campus Ministry/Local Board Reports (Explanation/Schedule/Forms)

This chapter identifies the reports that are required and provides a brief explanation of each, the schedule for submission and the applicable forms to use for submission. Information on the evaluation of the reports was provided in Chapter 6. The following reports are covered in this chapter: The Campus Ministry System, Local Board Membership Report, Financial Reports, Personnel Reports, Property Reports, and the DS Annual Evaluation.

Campus Ministry System:

- Application: All Ministries Financially Supported by the BHECM. This includes all Wesley Foundations, those receiving Ecumenical Support Grants, and Hybrid Ministries.
- The System is event based:
 - Consistent with the mission statement and the vision statement (Campus Ministry invites and equips students to *explore, engage* and *embody* an active faith in God.)
 - The system identifies events that relate to the vision statement.
 - Explore – could be social, recreational, speaker – the students are those who seek or respond to the invitation
 - Engage – could be worship service, evening programs, Bible study – the students are those being intentional about spiritual formation.
 - Embody – could be student led study, service projects, mission projects – the students are those that use their gifts and faith to lead, serve and witness
- The System Focus
 - The system identifies the campus ministry, tracks events by type, numbers, invites and describes Key or Signature events
 - Creates a Stakeholder Reporting System (BHECM – District Superintendents-Local Boards)
 - The focus of Stakeholders is to use reports to evaluate outreach and participation
- System Mechanics: (*Separate instructions will be provided on how to enter data*)
- Schedule: Monthly data will be gathered on the 12th day following the reporting month. *A form is not required.*
- Why Measure?
 - A Means of Accountability
 - VA Conference (Bishop/Cabinet/Common Table/CFA/BHECM)
 - The Book of Discipline (§ 634. 4 (a) 7) requires evaluation of campus ministries with concern for quality of their performance and response to meeting missional goal of the general church and the conference.
 - While the numbers and narrative do not tell the whole story, they relate directly to the mission and vision of campus ministries.
 - Provides one performance measure that can be related to the Annual BHECM Budget for Campus Ministries
 - Provides information for trend analysis that can be related to conference goals.
 - A Mechanism for Sharing Ideas
 - The Reports can be shared between campus ministries
 - A Tool for Dialogue
 - Discuss what works, what doesn't and why

- Examine where additional resources are needed
- Evaluate progress and trends
- Improving Effectiveness
 - Use the CMS to track performance against your standards and goals
 - The integration of standards, goals and the numbers can provide a valid means for evaluating and improving campus ministry effectiveness

Campus Ministry Report for Annual Conference: All campus ministers will send a report on their campus ministry to arrive no later than the first Friday in March to the Office of Connectional Ministries. The report will be published in the Annual Conference Book of Reports.

Local Board Membership Report

- The report identifies board membership for the ensuing academic year. The report form asks for the identification of key personnel, the frequency of anticipated meetings, the number of students on the board and whether there is a planned orientation. A copy of the board roster with addresses, telephone numbers and email addresses should accompany the form.
- This report should be submitted to the BHECM and the District Superintendent not later than June 1st.

Financial Reports

- An Annual Financial Review of the previous fiscal year. This applies to all campus ministries. The financial review will independently verify the reports of the treasurer, follow the money and test how it is treated at different steps, and document that the donated and earned funds of the ministry have been used as designated.
 - A financial review form and detailed reporting instruction are available on the web site. The report will be submitted to the BHECM and District Superintendent not later than June 1st.
- A detailed campus ministry budget for the current fiscal year.
- A detailed income and expense report for the previous year and the current year (year-to-date).
- A summary of any other assets or liabilities not reflected in the budget (endowment funds, loans, etc.).
- This information will be submitted to the BHECM and District Superintendent not later than June 1st.

Personnel Reports

- Report of Pastoral Consultation and Evaluation of Campus Minister's Work: This form is to be completed by all campus ministries supported by the Conference. Detailed instructions for completing the evaluation and the evaluation forms are available on the conference website. An evaluation is required each year, reflecting the ministry setting, the length of service of the campus minister, expectations and special concerns. Each year the evaluation process shall solicit input from the following constituencies of the ministry: student leaders, faculty and staff, colleagues, board members, local church

leaders, etc. Areas to be evaluated are the vision of the ministry, skills, relationships, leadership style and growth. The evaluation should relate to the campus minister's job description.

- The process should always be open, fully including the campus minister and incorporating his/her response in the appraisal and its results. Anonymous comments will not be considered.
- The results of the Annual Evaluation should always be presented to the Board for action in the presence of the campus minister, who should be encouraged to respond and discuss areas of concern with the Board. Please note that each local Board, taking into consideration its unique ministerial setting, is expected to build on the form provided.
- The completed form is due to the District Superintendent and the BHECM not later than June 10th.
- Preference Form for Campus Minister and Chaplain: All United Methodist campus ministers and chaplains who are ordained elders must complete an annual preference form in consultation the Local Board personnel committee or the college/university president. This form offers six advisory preferences to include remaining at the present appointment or requesting a new appointment. This form is sent to the supervising district superintendent not later than December 1st with an information copy sent to the BHECM. The form is available on the Conference webpage.
- Preference Form for Local Boards or College/University Presidents: This form applies to all United Methodist campus ministers and chaplains who are ordained elders. In consultation with the campus minister or chaplain, five advisory recommendations can be made to include reappointment or a move. This form is sent to the supervising district superintendent not later than December 1st. The basis for this recommendation should be the evaluation completed at the end of the previous academic year. the form is available on the Conference webpage.

Property Reports

- The following reports are due October 1st:
 - Property Inspection Report (a detailed inspection of interior and exterior items, those needing correction, when and if local funds will be allocated).
 - Request for Special Maintenance/Renovation Funding (description of the project, proposals, estimates, etc.)

Report of Annual Evaluation Conference by District Superintendent: Each Campus Ministry is required to schedule and conduct an annual Campus Ministry Evaluation Conference with the District Superintendent during or immediately following the Spring Semester.

The following reports should be reviewed by the District Superintendent during the Annual Campus Ministry Evaluation Conference.

- Local Board Membership Report
- Annual Financial Review [previous fiscal year]
- A detailed budget campus ministry for the current year
- A detailed income and expense report for the previous year and the current year (year-to- date)
- A summary of any other assets or liabilities not reflected in the budget (endowment funds, loans, etc.)

- Copies of all reports submitted to the BHECM on October 1
- Property management reports.
- Campus Ministry System Reports

The Evaluation Conference Report (form) will be submitted to the BHECM prior to August 1st. The report will be signed by the District Superintendent, the Campus Minister and the Local Board Chair.

Report Schedule

Report & Due Date	Wesley Foundations	JMU	Ecumenical	Chaplains	CC/SWVA
Monthly (12 th of each month) Campus Ministry Report	X	X	X	X	*
March 1 st Campus Ministry Report for the Annual Conference	X	X	X	X	X
June 1 st Local Board Membership Report All Financial: (financial review, budgets, income, expenses and investments)	X	X	X		
June 10 th Personnel Evaluation of Campus Minister	X	X	X		
August 1 st DS Annual Campus Ministry Evaluation	X	X	X		
October 1 st Property (Management, Maintenance, Inspection) Property Funding Grant Request	X	X	(UMW only)		
December 1 st Preference Forms	X	X	X	X	X

*(annual report of activities required)

List of Report Forms Found on BHECM Website:

- Local Board Membership Report Form – June 1st
- Financial Reports Summary Form (All Due June 1st)
- Annual Financial Review Report Form – Spring Semester, at Annual Meeting with DS
- Annual Financial Review Guide (1 June)
- Report of Pastoral Consultation and Evaluation of Campus Minister’s Work – June 10
- District Superintendent Annual Evaluation Conference Report - August 1st.
- Worksheet for the Property Inspection – Oct 1
- Request for Special Maintenance/Renovation Funding – Oct 1
- Preference Forms - Due Dec 1
 - 1) Form for Campus Ministers or Chaplains
 - 2) Campus Ministry Local Board Personnel Committee or College/University President Form

Chapter 8: Funding Policies and Financial Management

The funding policies of the BHECM have been developed with the following objectives in mind: fairness to each campus ministry unit, clarity in which the campus ministry monies are allocated. Our Financial management systems are critical for demonstrating adherence to nonprofit legal requirements, the Book of Discipline (§ 258.4. Finance), and accountability to the VA Annual Conference Committee on Finance and Administration, the Board of Higher Education and Campus Ministry, to all supporting organizations and donors. This chapter will clarify funding policies and highlight six elements of an effective financial management systems.

Funding Policies and Procedures: Conference funding for campus ministries fall into two categories. Salary based funding is provided to all supported campus ministries. Property based funding is provided to those campus ministries with Wesley Foundation, Inc. owned properties.

Salary Funding for Wesley Foundations: Campus minister salaries will be reflected as a grant, without allocation of these funds to the local board. The VA Conference will administer the salaries and benefits. For salary adjustments, the following procedures will apply:

- If a local board determines that the campus minister's salary should be increased, a recommendation will be submitted through the District Superintendent to the BHECM. If approved, and the amount is above the annual grant level, the local board will provide the necessary funding to the VA Conference.
- If a local board hires a new campus minister at a lower salary, the BHECM will allocate the difference between the salary and the grant to the local board to support non-salary-based operations.

Salary Funding to Hybrid Campus Ministries: Grants to the hybrid campus ministries are allocated to the supervising district superintendent's office or the local board for administration of salary and benefits. The BHECM grant is not intended to set the campus minister's salary and benefits. The local board will consider the grant and other funds available for new church starts as a resource. The annual salary and benefits should be set in consultation with the district superintendent.

Salary Funding to Ecumenical Campus Ministries: Grants to the ecumenical campus ministries can be allocated to the supervising district superintendent's office or the local board for administration of salary and benefits. The BHECM grant is not intended to set the campus minister's salary and benefits. The local board will consider the grant and other funds available from other participating churches as a resource. The annual salary and benefits should be set in consultation with the district superintendent.

Property Funding: Funding from the conference is provided only to those campus ministries with Wesley Foundation, Inc. owned properties. Local boards are expected to fund the cost of utilities, property maintenance and repair, debt service, any property taxes that may be assessed due to property rentals, janitorial fees, and supplies. Income to meet these expenses should come from donations, building use fees and room rentals. Wesley Foundation, Inc. will pay building liability insurance and will work with the local board property managers to support major maintenance and remodeling projects. To obtain funding support from the

foundation, local boards must submit the Grant Request Worksheet for Local Campus Ministry Units.

Financial Management Systems: Effective financial systems adhere to at least six principles to include the separation of duties, physically securing assets, establishing authorization procedures, documenting financial transactions, establishing an annual budget and conducting an annual financial review.

1. Separation of duties delegates certain key financial activities to different unrelated people with the objective of preventing a single person from both perpetrating and concealing fraud. It is important that the treasurer, financial secretary and chairperson of the finance committee understand and believe in the importance of these separations to protect the campus ministry, themselves and their reputations. The income side is normally assigned to the financial secretary and the expense side to the treasurer. The position of treasurer and the financial secretary should not be combined and should not be immediate family members. The tasks of approval of payments for expenditures, signing of checks and reconciliation of bank accounts should not be assigned to one person.
2. Physically secure assets including cash and checks, computer hardware and software, financial data, and blank checks. Controls to consider are promptly depositing all funds received, using password protected software programs, locating the computer system in a place that is secure and not visible to casual traffic, adequately bonding the treasurer and others who deal with assets, and limiting the distribution of keys and maintaining a log of who has keys.
3. Authorization procedures are needed to identify who has the right to perform various functions such as making a purchase, transferring cash between accounts, cashing investments, purchases/sales of certificates of deposit, initiating payroll checks or electronic payroll transactions.
4. Documentation includes maintaining official documents, minutes, property records, general ledgers, receipts and disbursements journals, payroll records, banking records, and invoices. Most experts agree that accounting records and contribution data should be maintained a minimum of seven years, while property records, licenses, permits, minutes, and annual reports and financial statements should be retained permanently. Those performing the annual financial review use documentation to support financial transactions.
5. The annual budget document is the blueprint for both spending and income. It is the guide for making short-and long-term strategic decisions and guiding month-to-month operations. Checking the annual budget against year-to-date income and expenses may show where adjustments in activities and in expectations need to be made to finish the year without a deficit. The budget is a critical tool for boards to fulfill their financial oversight duties. To be effective, budgets need to be realistic, consistent with your strategic planning objectives, flexible and measurable. Preparing the annual budget should be a team effort involving the campus minister, the administrative staff, and the local board. Two types of budgets should be used, line-item and program. The line-item budget is a list of various categories and the amount the campus ministry expects to spend for each category. The program budget contains various line-items, but the difference is that each major program is provided with a line-item budget. The budget needs to reflect your programs, mission, strategic plan and expected income.

6. The annual Financial Review is an independent evaluation of the financial reports, the records, and the internal controls of the campus ministry by a qualified person or persons for the purpose of reasonably verifying the reliability of financial reporting, determining whether assets are being safeguarded, and determining compliance with the law, local policies and procedures, and the Book of Discipline. Campus ministries will use the following guidelines and form. There are three documents available on the BHECM web site that cover this topic: Steps in Conducting the BHECM Financial Review, Annual Financial Review Guidelines and the Annual Financial Review Report Form.

Chapter 9: Property Management and Wesley Foundation, Incorporated

The Virginia Annual Conference maintains property and property assets worth over four million dollars for campus ministries. The ownership and responsibility for management of this property lies in the hands of the Wesley Foundation of the Virginia Annual Conference of the United Methodist Church, Incorporated. These properties are: Wesley Foundation facilities at the University of Virginia, Virginia Polytechnic Institute and State University, The College of William and Mary, University of Mary Washington, Old Dominion University, Longwood University and Virginia Commonwealth University. This chapter provides information concerning the Wesley Foundation, Inc. the Conference Board of Property managers and the Local Property Management Committee.

Wesley Foundation, Inc.

This nonprofit corporation, created in 1956 under the laws of the Commonwealth of Virginia, has its principal office in Glen Allen, Virginia. According to its Certificate of Incorporation, Wesley Foundation, Inc., exists "*to receive and hold title to real and personal property as determined by the corporation to be needed in the operation of Wesley Foundations within the bounds of the Virginia Annual Conference of the (United) Methodist Church and to give aid and assistance in connection with the operation and management of such Wesley Foundations.*" Since October 6, 1981, the executive committee of the BHECM has comprised the active membership of Wesley Foundation, Inc., and according to the certificate of incorporation, these members shall elect a Board of Trustees (of not less than three nor more than twenty members) to manage the affairs of the corporation. Those elected may be the same as the BHECM Executive Committee.

Ultimate oversight of the properties held by Wesley Foundation, Inc. resides with the Board of Trustees of Wesley Foundation, Inc. This board must approve the policies and procedures governing the work of property management. It establishes a budget for property maintenance and renovation, as well as for the costs of insurance, taxes, and indebtedness on Wesley Foundation properties. And, finally, the Board of Trustees shall develop plans to secure adequate funding for the work of Wesley Foundation Inc., including a recognized need for expansion and new facilities.

Conference Board of Property Managers

In 1983, the Board of Trustees of Wesley Foundation Inc. created a Conference Board of Property Managers in accordance with suggestions from the BHECM. This board is comprised of representatives elected from each Local Board (usually the local property manager, one trustee elected by the Board of Trustees of Wesley Foundation, Inc., and one member of the Board of Higher Education Ministries who is to serve as chairperson of the Property Managers. The focus of the Conference Board of Property Managers is to implement the conference guidelines on property management and the development of individual property financial self-sustainability plans. The board structure is intended to provide the opportunity for exchange of ideas, expertise and mutual support.

Local Property Management Committee

Each local campus ministry unit with property held in trust by Wesley Foundation, Inc. is to elect a Local Property Management Committee, composed of three or more persons experienced in property management. The members of this group need not be members of

the local campus ministry governing body. The Local Property Management Committee shall be responsible only for building and maintenance questions, not for matters of program or building use. It shall annually review local property needs, estimate maintenance costs, and develop plans for implementing repairs and upkeep on local property subject to the approval of the local campus ministry governing body. On matters other than routine maintenance, the local committee will, of course, need to work in close cooperation with the BHECM and Wesley Foundation, Inc. The Local Property Management Committee works together with the Local Board and campus minister to submit the property-related reports and forms mentioned in the above Chapter 7.

Building and Grounds Expectations

Maintaining the building and grounds of a facility is a continuing process. While adequate funding is essential, the following guidelines are considered essential for success:

- Safety involves everything related to your building and property. It should be at the front of every decision made related to the people who use and, in some case, live in your facilities. Use your community police officer and fire marshal as resources. They can offer suggestions for managing the building and property. Schedule an annual inspection with the fire marshal.
- Involve others in routine property inspections. Your eyes are critical for surveying your building and property. You can grow too accustomed to seeing the same building and grounds every day. It is helpful to use the eyes of staff and board members to periodically assess the interior and exterior of the property. Scheduling a time to meet and walk the building and grounds is a way to use individual and collective vision for the good of the cause.
- Build a HVAC maintenance contract into your budget. Sometimes a HVAC disaster can be avoided with routine maintenance.
- Monitor energy use. Carefully monitoring run times, thermostat settings, and common sense can help to reduce costs related to heating and cooling. The same can be said for lighting. Energy audits from local power companies can be of benefit, and sometimes energy companies have programs with rebates related to HVAC and lighting. Dominion Power has an extensive rebate program related to lighting that is worth investigating.
- Small details can make a difference. The cleanliness of the building and grounds are an indication of your maintenance standards. The small details of the planning and logistics can make a difference in maintaining the property. (Clean windows, first aid kits, exit lights, etc.) The back entrance to your building is just as important as the front entrance.
- Use checklists. A checklist can force you to more effectively take notice of the needs. There are three checklists available on the BHECM web site.
 - The Worksheet for Property Inspection. This is a formal requirement that must be submitted to the BHECM by 1 October.
 - A Random Checklist of Items to Monitor
 - Random Questions to Consider in Maintaining Buildings and Grounds
- Sweat Equity/Resources. Some of the best building and property projects can come through the efforts of board members and church groups. In the Virginia Conference church groups are skilled in general construction and repair associated with disaster recovery.

- Clean our storage areas annually. While very few buildings have adequate storage, the capacity can be improved by throwing away, recycling or giving away items that haven't been used for the last three or four years.
- Use the three bids principle. If a major purchase needs to be made or you are looking for a company to maintain the HVAC equipment, get three bids before committing to a contract and if appropriate, try to have an attorney review it.