



Immanuel Lutheran Church of Rosenthal

HEALING MISSIONS RENEWAL

A Spirit-filled Lutheran church committed to being a safe place, a center of healing and hope.



Immanuel Committee Guidelines

Created by: Immanuel Governance Committee
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Introduction

It is assumed you are reading this manual because you have chosen to serve the Lord by joining a committee at Immanuel Lutheran Church. Thank you and may our Lord bless you for sharing your time and talents. The goal of this guide is to assist all those serving on Immanuel Committees in understanding the general expectations and basic operation of committee functions within our Church body.

Immanuel Lutheran Church of Rosenthal set a Vision and Mission statement in consultation with the Church Leadership and Congregation in 2002. The Vision and Mission statement was revisited in late 2007 and the Church Leadership agreed that this statement remains valid for the foreseeable future. A governance committee was subsequently formed to recommend and implement the structure and processes that would guide Immanuel in living out the vision that God has given us.

This document will cover committee basics. This includes the committee structure at Immanuel, terms of reference for committees, roles of committee leaders and members, as well as information on minutes and communication.

If there are any questions or if there are ways that you see this manual may be enhanced please contact the Church Administrator.

Committee Structure



In August of 2008, an organizational structure was introduced based on the Vision and Mission statement. Please see the Appendix for both the Vision and Mission Statement and a copy of the Immanuel Organization Structure.

At the top level of the Committee Structure are the core Leadership Teams. This includes the Spiritual Leadership Team comprised of our Pastors and Elders. The Organizational Leadership Team is essentially what is commonly referred to as 'Church Council'.

The next level of organization is the Pillar Oversight Committees. These are seven committees that oversee the seven areas of ministry that are foundational to our Vision and Mission. All remaining committees at Immanuel have been grouped under one of these seven pillars based on the area of ministry they provide.

Within this last level, each committee is classified as either a 'Standing' or 'Adhoc' committee. A Standing Committee is a committee that is considered critical to Immanuel's function as a body of Christ and is permanent in nature. Standing Committees are identified by shading on the organizational chart. Adhoc committees, while they may exist over many years, are deemed non critical - meaning that Immanuel would not cease to exist as a body of Christ should these committees dissolve. The key purpose in classifying all committees is to ensure basic function and communication remains covered within Immanuel.

Please keep your committee classification in mind as you read through the remainder of this manual as there are processes that are deemed mandatory for Standing Committees but exist as recommendations for Adhoc Committees.



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Expectations within Immanuel's Organizational Structure

Each Pillar Oversight committee is chaired by one or in some cases two members of the Operational Leadership Team (Church Council). The Pillar Oversight Chairperson is responsible to maintain contact with the Committees within their Pillar and report any information and/or issues back to the Operational Leadership Team (Church Council). Membership of the Pillar Oversight Committee is comprised of at least one representative from each of the Standing and Adhoc Committees that fall within the pillar structure.

In the fall of each year, the Pillar Oversight Committee should meet and set goals for the coming year. These goals should align with Immanuel's vision and mission statement as well as the strategic plan for that year. They should be specific, measurable and achievable within the year.

Through the remainder of the year the Pillar Oversight Committee should meet at least once every three months to review progress on the goals that were set the previous fall, revising goals if necessary. At the end of a year, a time of will be set aside to celebrate the blessings of progress that has been made within the Pillar and within Immanuel.

Committee Terms of Reference

Why Committee Terms of Reference?

Creating Terms of Reference for our committees defines the areas of ministry focus. By clearly establishing the parameters a committee functions within, it facilitates staying focused and being productive in the chosen area of ministry.

Terms of reference may also be used as a communication tool. When questions arise regarding activities at Immanuel, the Committee Terms of Reference will help Immanuel Leadership to direct inquiries and concerns to the appropriate area. When individuals are looking for opportunities to serve, Committee Terms of Reference will assist them in making the decision as to where their gifts may be most effectively offered and utilized.

Through Committee Terms of Reference, the Operational Leadership of Immanuel can also provide better leadership by undertaking an overall review of all Committee Terms of Reference and ensure all of Immanuel's needs are addressed within the Committee structure. For the long term, this should lead to greater effectiveness overall by reducing duplication and eliminating gaps in ministry areas.

What are Committee Terms of Reference?

A template of Immanuel's Committee Terms of Reference is included in the Appendix of this manual. Committee Terms of Reference include descriptions of:

- Who – includes the name and members of the committee.
- Doing what – a description of the ministry function the committee will fulfill at Immanuel. This sets the decision making scope and focus of the ministry group.
- Why – defining what purpose brings the group together provides a guidepost for decision making.
- When – this is useful for members of the committee to understand the commitment they are making and for those interacting with the committee to understand timing and process of decision



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making. For example, if a committee meets once a month on the third Tuesday, this enables members to reserve this date on their calendar. For those bringing issues forward to a committee, a regular meeting date can help to time requests to be appropriate to be addressed at the next committee meeting.

- With what resources – defining the resource needs of the Committee ensures that work is enabled in an efficient manner. Clear resource requirements also help Immanuel Leadership address long range planning for resource needs.
- For what outcome – clearly defining outcomes makes them more likely to be achieved. This also provides measurement guidelines to determine progress.

It is the responsibility of all Standing Committees to ensure Council has an up to date Committee Terms of Reference on file for their committee. Adhoc Committees are also encouraged to consider creating a Committee Terms of Reference to help clearly define their role at Immanuel.

Committee Terms of Reference are created by committees and then approved by Council. This approval process allows a review of the combined Committee Terms of Reference to ensure Immanuel Leadership addresses any gaps or overlaps that may occur between areas of ministry.

Committee Roles

There are few key roles that must exist on each of Immanuel’s committees to ensure the Church structure functions efficiently and effectively. Each Immanuel Committee will elect the following three Executive positions:

- Chairperson
- Vice Chairperson
- Secretary



Elections should be held at the beginning of each year. This will typically be in September for the majority of Immanuel committees however for the Immanuel Operational Leadership Team this occurs at the first Council meeting following the Congregational Annual General Meeting where the Congregation approves Council membership for the year.

Committees may wish to set policies regarding a term for the Executive and for membership positions. For example, a policy may be set for the term of the committee executive to last for one year. The committee may also wish to set a policy that the Vice Chairperson for the year will assume the Chairperson’s role for the following year. Serving in an executive capacity on an Immanuel committee is deeply appreciated although not mandatory. Individuals are encouraged to take time to prayerfully consider their calling to a committee in light of their willingness and availability to serve as well as their gifting particularly before accepting leadership roles.

A policy may also be set for length of service in terms of membership in a committee. For example, current policy allows Immanuel Council members to serve three year terms with a maximum of two consecutive terms served. Setting such a policy clarifies commitment, limits burnout and ensures new ideas and outlooks are brought into the committee on a regular basis.

Details of the role of Committee Executive positions follow.



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Role of the Committee Chairperson

It is the responsibility of the Committee Chairperson to:

- Schedule and communicate meeting dates/times.
- Prepare the meeting agendas.
- Ensure a quorum is present. Quorum is the number of people required to be present at a meeting to validate a transaction of business (ie. pass motions). According to Bourinot's Rules of Order, the guide Immanuel uses for parliamentary procedure, a quorum constitutes a majority of the total membership (50% of members plus one).
- Direct the flow of meeting by keeping focused on the agenda and on time.
- Ensure that equal opportunities to speak are provided to all members.
- Ensure all motions are documented.
- Ensure an annual report is submitted to the Immanuel Church Office in the appropriate time frame to be included in the Immanuel Annual Report provided to the Immanuel Congregation. Typically annual reports are due between January 1st and January 15th each year.
- Provide orientation for new committee members.

Role of the Committee Vice-Chairperson

It is the responsibility of the Committee Vice-Chairperson to:

- To assist the Chairperson as necessary.
- Chair meetings in the absence of Chairperson.
- If desired, this role can be used to train the Vice-Chairperson to take on the role of Chairperson for the following year.

Role of the Committee Secretary

It is the responsibility of the Committee Secretary to:

- Record and prepare minutes of each meeting.
- Distribute minutes to Committee members prior to next meeting. Secretaries are encouraged to ensure minutes are distributed to committee members no later than five days prior to the next scheduled committee meeting.
- Distribute a copy of minutes to the appropriate Pillar Overseer.
- Prepare any correspondence arising out of meetings.
- Ensure that an 'Official' copy of the meeting minutes is provided for the Pillar binder kept in the Immanuel Church Office.



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Committee Meetings

Meetings – how often and how long?

Immanuel Leadership recommends the following guidelines for meetings:

- Set a policy regarding meeting frequency. A once a month schedule is recommended.
- It is strongly recommend scheduling a standard meeting date/time for the duration of the year (eg. third Tuesday of each month at 7:00 PM). Given today's busy lifestyles, this action has proven to provide the best reliability in terms of enabling membership commitment.
- Set a policy regarding meeting duration. Generally, a two hour maximum meeting duration should be sufficient. Should a meeting need to extend beyond the time set by this policy, a motion would have to be made and passed for the meeting to continue.

Booking a Meeting Room

How to book a meeting room

A list of available meeting rooms can be found in the Appendix of this guide. Meeting areas may be booked by phoning the Church Office (780-963-4048) or emailing the Church Secretary at immanuel@superiway.net. It is very important that meeting rooms are booked in advance to ensure:

- There are no timing conflicts between groups
- Provide direction for janitorial staff to know timing when rooms are vacant and available for cleaning
- Assist in long term resource planning by monitoring the demand for facility resources



Ensure that you will have access to the Church at your meeting time either through access from other bookings within the Church facility or by having a key available within your Committee membership. Keys may be signed out from the Church Office if required.

If there are any issues with meeting rooms at Immanuel please advise the Church Administrator by phone at the Church Office or via email at ilcradm@telus.net.

Locking Up

At the conclusion of your meeting, please put the tables and chairs used back in an orderly fashion. Please place all garbage (coffee cups, extra papers, etc.) in the nearest garbage cans. If you borrowed something from another room, please return it.

Each committee is responsible to ensure that all the lights are off and all the doors are locked. Please walk around and check if you are the last people leaving the Church. If you are, please ensure the exterior doors are locked (a key is required) and all lights are turned off.



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Meeting Minutes

It is expected that all committees of Immanuel will record minutes of their meetings. A standard meeting minutes template has been developed for use at Immanuel. This template is available in the Appendix of this document. A digital version of the template may also be downloaded from the Immanuel website.

Why Meeting Minutes Matter

Meeting minutes capture the essential information of a meeting – decisions and assigned actions. They keep attendees on track by reminding them of their role in a project and clearly define what happened in a group session.

Minutes are meant to record basic information such as the actions assigned and decisions made. They do not have to record verbatim the discussions of a meeting but rather key points of information. Minutes are a record used for reference or background material for future meetings relating to the same topic.

The following instructions will help you take useful and concise meeting minutes.

Before the Meeting

It is strongly recommended that a Secretary be appointed for each Immanuel Committee. This should be the primary responsibility for this individual. This individual should not be called upon to fill other Executive positions within the committee in order to allow them to fully concentrate on their responsibility as Secretary.

The Immanuel Meeting Minutes template assists the Secretary in recording:

- The date and time of the meeting
- The purpose of the meeting
- The meeting Chairperson
- Those committee members in attendance and those who were unavailable to attend the meeting
- Key points of information and discussion
- Decisions made
- Assigned action items



Decide how you want to record your notes. If you aren't comfortable relying on your pen and notepad, try using a tape recorder or, if you're a fast typist, take a laptop to the meeting.

During the Meeting

As people enter the room, add them to your attendee list. Ask the Chairperson to introduce you to any meeting attendees you aren't familiar with. This will be helpful later when you are recording assigned tasks or decisions.

Don't try to record notes verbatim – it's not necessary. Minutes are meant to give an outline of what happened in the meeting, not a record of who said what. Focus on understanding what's being discussed and on recording what's been assigned or decided on.



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Record action items and decisions in your template as they happen – don't wait until after the meeting to pull these out of your notes or you could make a mistake. If you don't understand exactly what decision has been made or what action has been assigned, ask the Chairperson to clarify.

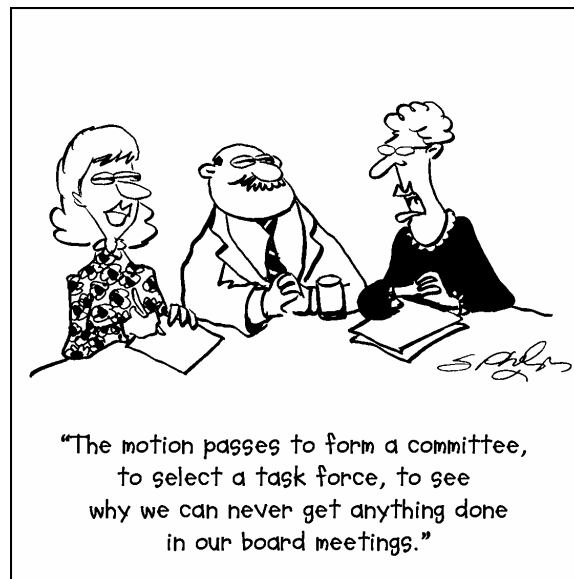
After the Meeting

Review the notes and add additional comments, or clarify what you didn't understand right after the meeting. Do this while the information is fresh in everyone's mind. Type your notes out in the template – this will make the notes easier for everyone to read and use.

When you're writing out your notes, use some of the following tips from the International Association of Administrative Professionals (IAAP).

- Number your note pages as you go so you aren't confused later. Remember, though, that the minute-taker is responsible for providing good flow. Your minutes should correspond to the meeting agenda - Don't force yourself to write the minutes in the actual chronological order of the discussion - it may not work. If an agenda item is dropped, missed or postponed, be sure to indicate this in the minutes.
- Focus on action items, not discussion. The purpose of minutes is to define decisions made and to record what actions are to be taken, by whom and when.
- Be objective. Write in the same tense throughout and avoid using people's names except for motions or seconds. This is a business document, not about who said what.
- Avoid inflammatory or personal observations. The fewer adjectives or adverbs you use, the better. Dull writing is the key to appropriate minutes.
- If you need to refer to other documents, attach them in an appendix or indicate where they may be found. Don't rewrite their intent or try to summarize them.

When you finish typing the minutes, ask the Chairperson to review the document for errors. Send the final copy of the minutes to the Committee members and Pillar Overseer as soon as possible but no later than five days prior to the next scheduled meeting.





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CONFLICT MANAGEMENT

For scriptural context on conflict management please refer to the following scripture. If a truly difficult situation arises that cannot be easily resolved, the Immanuel Spiritual and Operational Leadership Teams may be contacted to provide support. The Church Office has current contact information for members of both of these teams.

1 Corinthians 1:10-17

Divisions in the Church

¹⁰I appeal to you, brothers, in the name of our Lord Jesus Christ, that all of you agree with one another so that there may be no divisions among you and that you may be perfectly united in mind and thought. ¹¹My brothers, some from Chloe's household have informed me that there are quarrels among you. ¹²What I mean is this: One of you says, "I follow Paul"; another, "I follow Apollos"; another, "I follow Cephas^[a]"; still another, "I follow Christ."

¹³Is Christ divided? Was Paul crucified for you? Were you baptized into^[b] the name of Paul? ¹⁴I am thankful that I did not baptize any of you except Crispus and Gaius, ¹⁵so no one can say that you were baptized into my name. ¹⁶(Yes, I also baptized the household of Stephanas; beyond that, I don't remember if I baptized anyone else.) ¹⁷For Christ did not send me to baptize, but to preach the gospel—not with words of human wisdom, lest the cross of Christ be emptied of its power.

1 Corinthians 11:18-19

¹⁸In the first place, I hear that when you come together as a church, there are divisions among you, and to some extent I believe it. ¹⁹No doubt there have to be differences among you to show which of you have God's approval.

Conflict Isn't Always Bad

Conflict is an unavoidable reality in human relationships. Conflict will happen. In fact the absence of conflict may in itself be a sign of trouble. The lack of conflict may be rooted in unhealthy communication patterns. Perhaps there isn't a feeling of safety in sharing what one really thinks. Or, it could be a sign of apathy. The Apostle Paul wrote to the Corinthians (the classic Biblical example of a conflicted church): "No doubt there have to be differences among you to show which of you have God's approval." (1 Corinthians 11:19). Healthy conflict can uncover problems which need to be addressed with the ultimate goal not of winning but rather to find the will of God in the situation.

Avoiding Unhealthy Conflict in the First Place

The key to avoiding unhealthy conflict is to listen to each other. More often than not you are really saying the same thing only in different words with the result that you are talking past one another. Secondly organize your thoughts. When you think through clearly what it is that you are attempting to communicate using clear and concise language, many misunderstandings can be avoided. A very important step (perhaps the most important) is to clearly define expectations, boundaries, and accountability. Unhealthy conflict results when one person believes there to be a boundary which the other person has crossed



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over. It's like trying to play soccer without the out of bounds lines being demarcated. The fact is that most conflicts arise from misunderstandings. Above all don't enter conflict with a win/lose mindset. Aim for win/win. This, of course, is not always possible. Remember that we are on the same team! The other person usually wants what is best for the congregation or the committee. Be open, honest and transparent. A hidden agenda is normally not all that hidden and certainly will be uncovered sooner or later. As you are listening use "I" responses to what the other person is saying. For example you may say, "I hear you saying..." or "I feel..." "You" responses put the other person on the spot and ratchet up the level of anger rather than reducing it. Strive for maturity in your interaction with others. This is what God has called us to. The key determinant in making a decision should be 'does this proposed action fit our mission and vision statement? Is it consistent with Scriptural standards?'

Defusing Unhealthy Conflict

Because we live in a sinful world, even when we act with the best of intentions, conflict will sooner or later occur. Again listening is the key. Try to listen to both sides of the matter. Try to suggest alternative ways to resolve the issue—can a compromise be reached? Look for the positives in both views if possible. While spiritual warfare is a reality and scripture is clear that we "wrestle not against flesh and blood," the fact is that the other person is almost certainly not demonic. Be very slow to demonize the other. There are genuinely evil people in the church at times but they are far fewer in number than we think. Again, the vision of the church must remain a primary focus. Above all, prayer is a must!! Pray for the wisdom of God. Pray for his will to be apparent. And, finally, there are times when boundaries must be set. Sometimes the chair will need to intervene and call a halt to what is going on.

Managing Conflict

Sometimes conflict spins out of control. Here we must recognize the spiritual nature of divisive conflict. The enemy does want to distract us. As noted above "we wrestle not against flesh and blood." These are times when boundaries need to be set. Jesus spelled out conflict management in the Body of Christ in Matthew chapter 18. The first step is to sit the two parties down to discuss. And finally understand that there may come a time when one of the two parties either needs to concede or withdraw. While the optimal outcome is not to see someone leave a committee, the fact is that sometimes that needs to happen.

Conflict is an unpleasant reality in the human condition. However, it can be a time of growth, a time of learning what grace and forgiveness really mean, and a time to learn to work together.



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Appendix

Vision and Mission Statement

*Immanuel is committed to being a safe place, a centre of healing and hope. We have an emphasis on **Healing, Missions and Renewal.***

This mission is supported by seven foundational pillars. They are:

1. **Word** – We are called to be a church of God’s Word, following Him in love and obedience according to His commandments and to fully develop our spiritual maturity.
2. **Prayer** – We are called to be a people of continual prayer – listening to God and obeying Him.
3. **Healing** – Jesus is our safe place. In Him, we are restored and renewed. We are to provide healing and hope to our community as Jesus equips us.
4. **Leadership** – We will fulfill our role in the Great Commission by seeking God’s will for Immanuel through Godly leadership and team development delivered in responsible and effective ways.
5. **Fellowship** – We are Disciples of Christ and strive to be in right relationship with Him and one another. We are to discover, encourage and use the talents and gifts God has given us.
6. **Missions** – We are called to challenge and encourage one another to be purposeful and active in World Missions through on going awareness and education
7. **Outreach** – God calls us to reach out to our community by using the gifts He has blessed us with, offering them to each other, our community, our nation and the World.

Jesus Is Lord!



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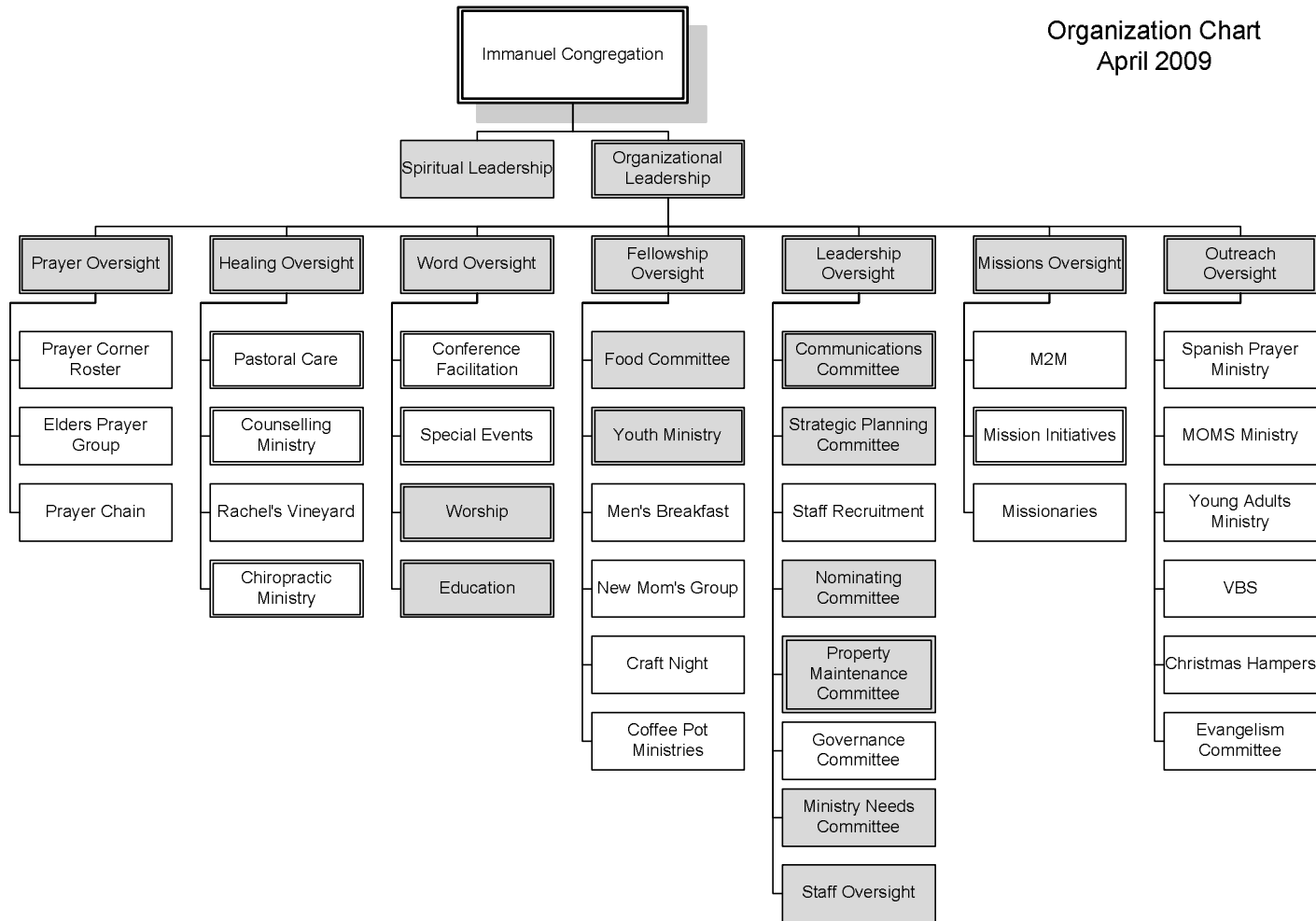
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Immanuel Lutheran Church of Rosenthal Organization Chart

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Organization Chart
April 2009

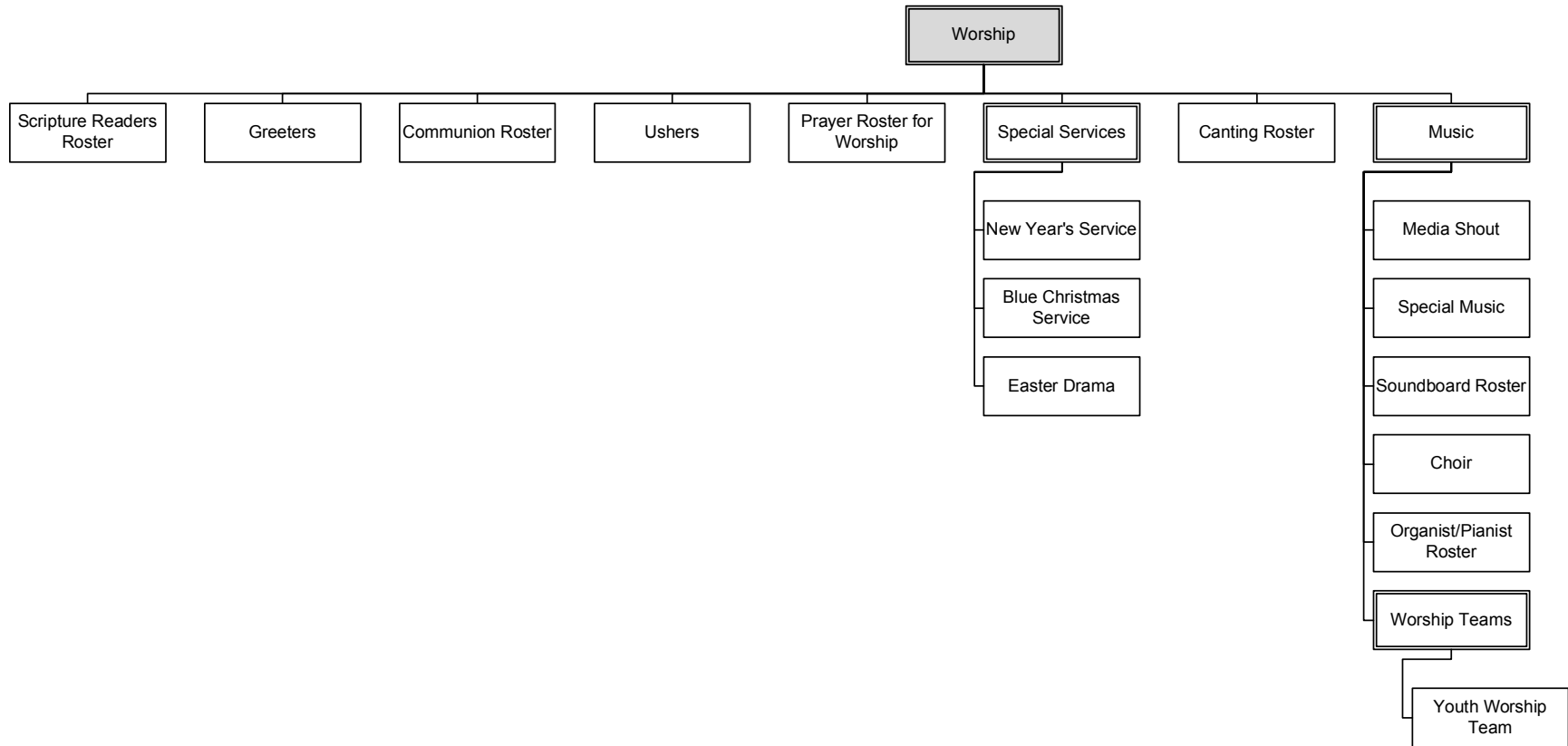




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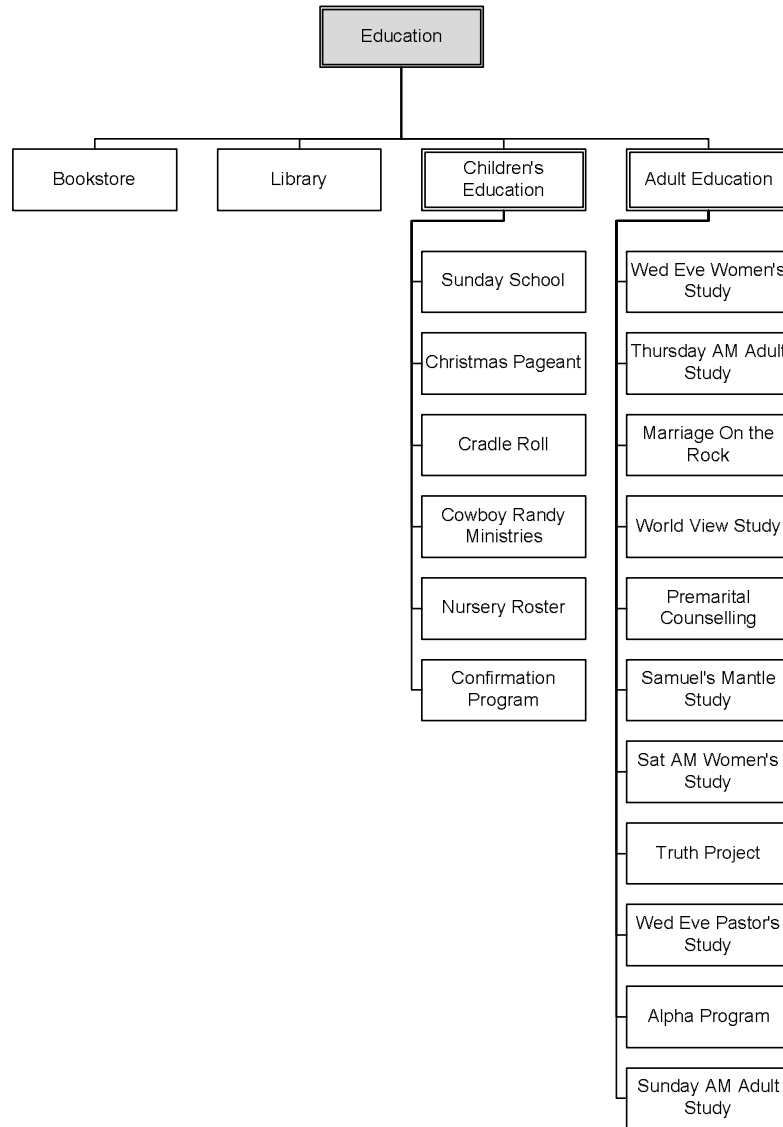




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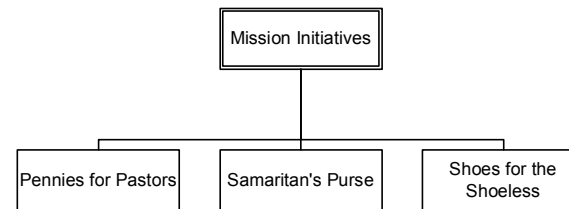
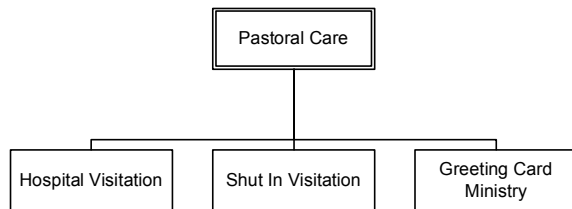
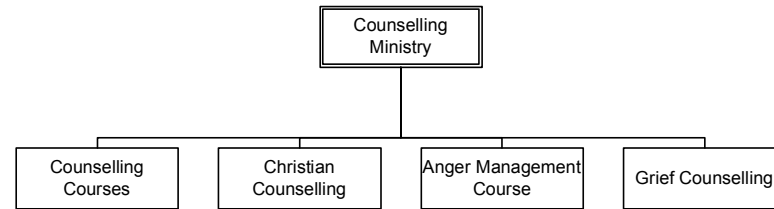
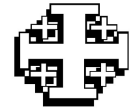




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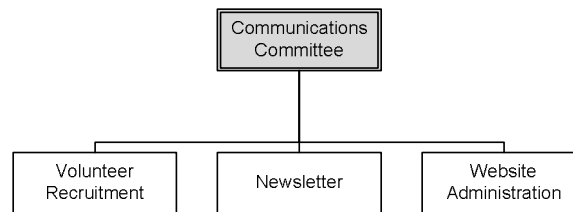
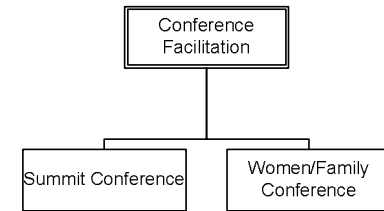
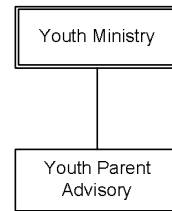
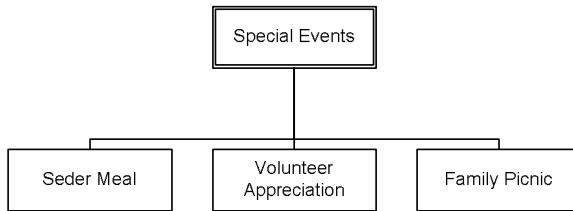
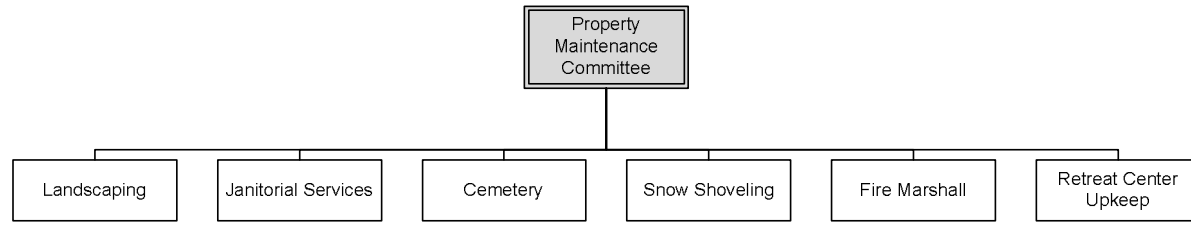




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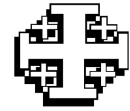




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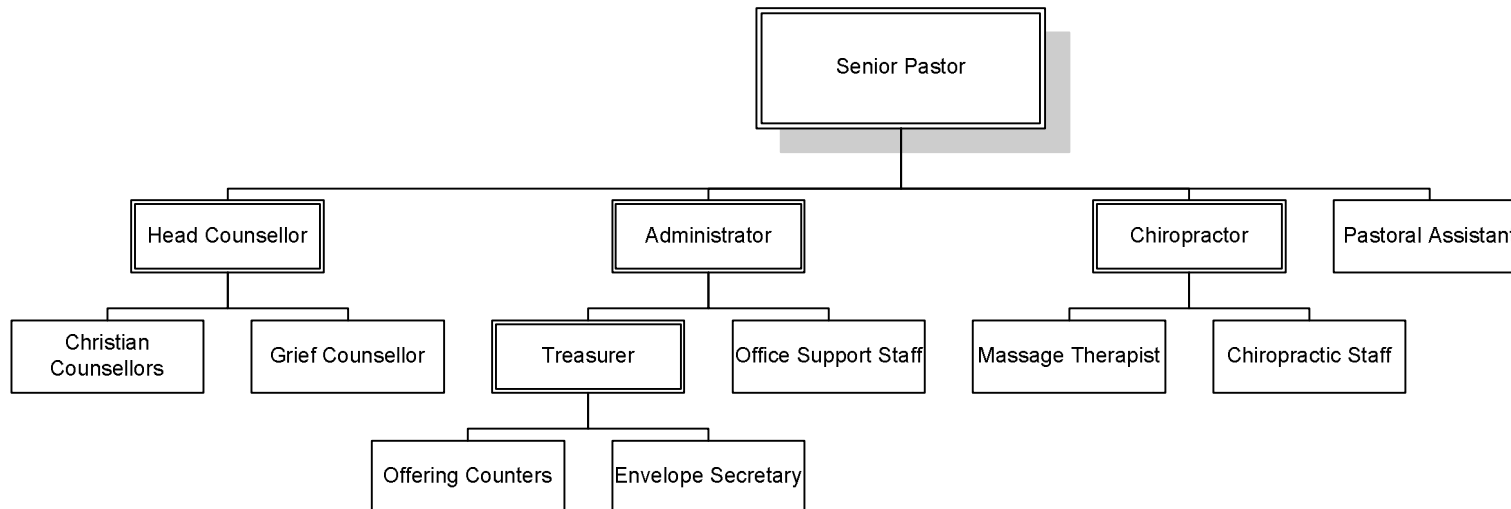
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Staff Organizational Chart April 2009

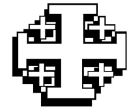




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Meeting Agenda Template

Meeting Agenda

Name of Committee/Group: Purpose of Meeting: Date/Time Place:	<Name of Committee> Committee Meeting <Date and Time:eg. Oct 8, 2008 7:00 PM> <Meeting Location>
1. CALL TO ORDER AND OPENING PRAYER	<Individual Responsible>
2. APPROVAL OF AGENDA	All
3. OLD BUSINESS 3.1 <Brief description of item that is in process from previous meeting> 3.2 3.3	<Individual(s) responsible to speak to the item>
4. NEW BUSINESS 4.1 <Brief description of item being raised for the first time at this meeting> 4.2 4.3	<Individual(s) responsible to speak to the item>
5. Adjournment	



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Meeting Minutes Template

Name of Committee/Group:			
Purpose of Meeting:			
Date/Time:			
Attendees:			
Absent:			
Topic	Discussion	Motion/Action Item	Person Responsible
1. Call to Order	Meeting called to order at <time>		
2. Devotions	Meeting opened with prayer		
3. Approval of Agenda	<Note any changes to the agenda here>	MOTION: Accept the Agenda as <presented/revised>	Moved by: Seconded: CARRIED
4. Adoption of previous minutes	<Note any corrections to minutes here>	MOTION: Adopt minutes of Mon DD, YYYY as <presented/revised>	Moved by: Seconded: CARRIED
5.0 Old Business			
5.1 <short description of Item 1 of Business from previous meeting>	<Details of discussion on this item>	<Any motions or action regarding this item>	
5.2 <short description of Item 2 of Business from previous meeting>	<Details of discussion on this item>	<Any motions or action regarding this item>	
5.3 ...add rows as needed.....			
6.0 New Business			
6.1 <short description of Item 1 of Business introduced at this	<Details of discussion on this item>	<Any motions or action regarding this item>	



Immanuel Lutheran Church of Rosenthal

HEALING MISSIONS RENEWAL

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meeting >			
6.2 <short description of Item 2 of Business introduced at this meeting >			
6.3 ...add rows as needed.....			
7.0 Adjournment	Meeting was adjourned at <time>	MOTION: Meeting be adjourned	Moved by: <Motion for adjournment does not need to be seconded>



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List of meeting rooms

The following list provides detail of the various meeting areas available in Immanuel Lutheran Church at the time of publication of this guide. Whenever possible, please book a meeting area that is appropriate for the size of your Committee and purpose of your meeting.

- **Rosehall**
 - Seats about 50
 - 1 large and 11 small tables
 - Whiteboard
 - Projector screen but no projector
- **Office Waiting Area**
 - Seats about 12
 - 1 large coffee table
- **Retreat Centre- 2 areas(Dining and Sitting)**
 - Dining**
 - Seats about 10
 - 2 rectangular tables
 - Sitting**
 - Seats 12
 - Large coffee table
 - TV, DVD player and VHS tape player
- **Retreat Centre Prayer room**
 - Seats 8
- **Library**
 - Seats 8
 - Large table
 - Chairs
- **Prayer Room (near Sanctuary)**
 - Seats 4
 - Recliners, Rocking chairs
- **Sunday School Common Area**
 - Seats at least 40
 - Round tables
 - TV, DVD player and VHS tape player
 - Whiteboard
- **Sunday School Rooms available as required**
- **Nursery available as required**