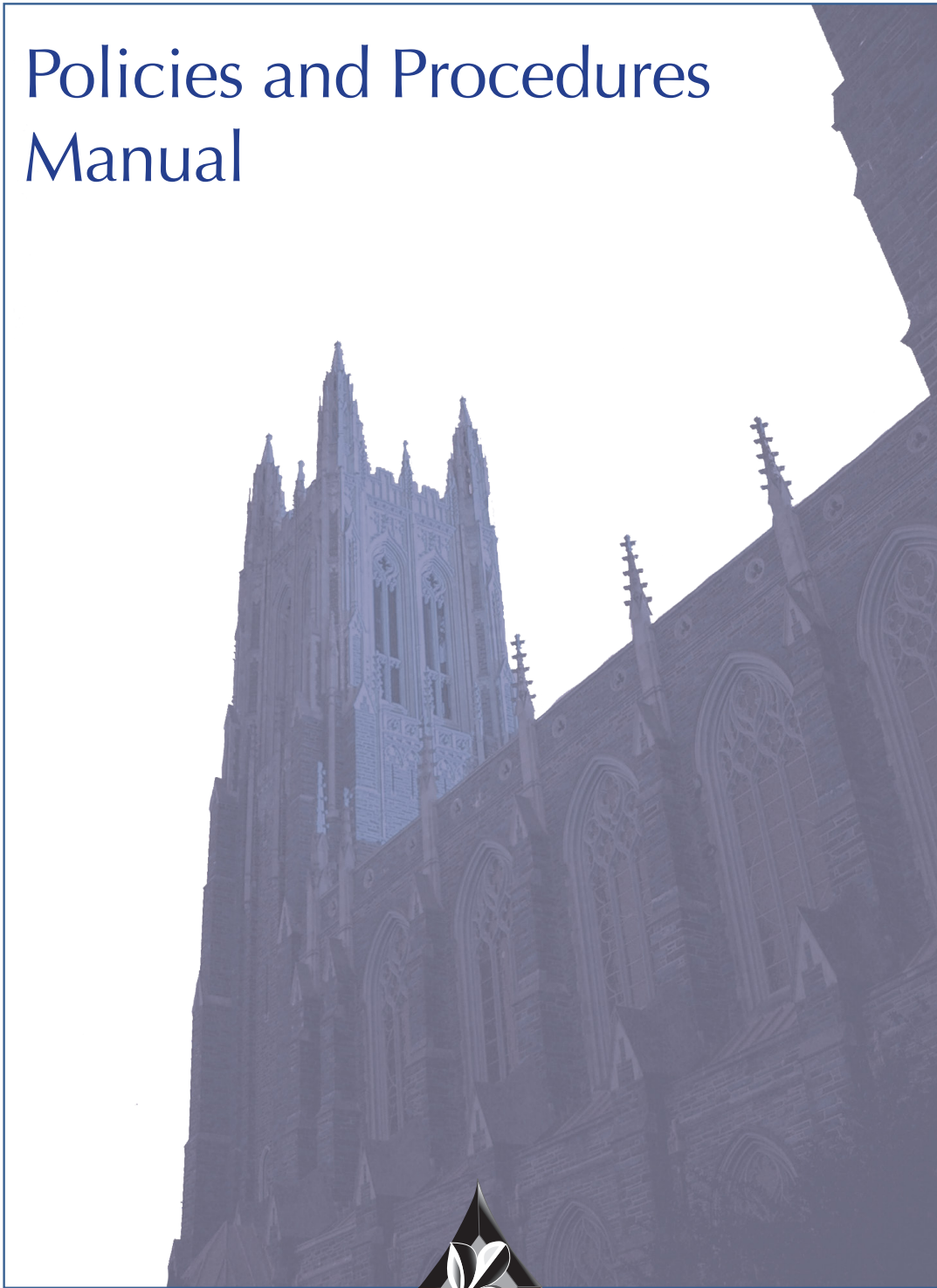


Policies and Procedures Manual



The Congregation at Duke University Chapel, Inc.



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1 DEFINITIONS

For purposes of these Policies and Procedures of The Congregation at Duke University Chapel, Inc. the following words shall have the definitions set out below:

1. **Articles of Incorporation or Articles.** The Articles of Incorporation of the Congregation.
2. **Assistant Pastor.** An Assistant Pastor of the Congregation or such person as may from time to time hold duties comparable to the Assistant Pastor of the Congregation.
3. **Bylaws.** The Bylaws of the Congregation.
4. **Chapel.** The Duke University Chapel.
5. **Committee.** Unless otherwise required by context, the word Committee refers to the particular committee whose attributes are described in the Policy where the word is used.
6. **Congregation.** The Congregation at Duke University Chapel, Inc.
7. **Council.** The Congregation Council as established in the Bylaws.
8. **Dean.** The Dean of Duke University Chapel or such person as may from time to time hold duties comparable to the Dean of the Chapel.
9. **Ex officio.** Ex officio membership on a committee or the Council means that the individual so designated is a nonvoting member of such committee or Council. An ex officio member is entitled to receive notice of meetings and to participate in meetings, but has no vote. The ex officio member does not count toward a quorum.
10. **Group.** Unless otherwise required by context, the word “Group” refers to the particular group whose attributes are described in the section where the word is used.
11. **Manual.** The Policies and Procedures Manual of the Congregation.
12. **Member.** An Active Member of the Congregation as defined by the Bylaws.
13. **Membership.** The active members of the Congregation as defined by the Bylaws.

14. **Pastor.** The Senior Pastor or Assistant Pastor of the Congregation as required by context.
15. **Policies.** The Policies and Procedures of the Congregation.
16. **President.** The President of the Congregation.
17. **Secretary.** The Secretary of the Congregation.
18. **Senior Pastor.** The Pastor of the Congregation or such person as may from time to time hold duties comparable to the senior or lead pastor of the Congregation.
19. **Staff.** The Church Staff of the Congregation as described in the Bylaws.
20. **Subcommittee.** Unless otherwise required by context, the word “Subcommittee” refers to the particular subcommittee whose attributes are described in the Policy or Procedure where the word is used.
21. **TFAD.** The Forest at Duke.
22. **Treasurer.** The Treasurer of the Congregation.
23. **University.** Duke University.
24. **Vice President.** The Vice President of the Congregation.

2 GENERAL CONGREGATION POLICIES AND PROCEDURES

1. The Congregation welcomes individuals and families from multiple faith backgrounds to participate in the life of the Congregation. Active, affiliate, and inactive membership categories and requirements are described in the Bylaws and in these Policies and Procedures.
2. Members shall be notified of meetings as described in the Bylaws and notification may be by any means convenient to the Council and reasonably calculated to provide actual, timely notice to the Members. Notice by email is sufficient for Members with access to email.
3. The President or the Council may cancel a scheduled meeting of the Congregation for good cause. “Good cause” includes, but is not limited to, the expectation that a quorum will not be present.
4. Where there is more than one candidate for any office to be voted on by the Congregation, whether such candidates are nominated by the Nominating and Leadership Development Committee or from the floor of the meeting by a Member, voting shall be by anonymous paper ballot. The Secretary shall be responsible for ensuring that adequate blank or preprinted ballots suitable for the purpose are available at all meetings where elections are scheduled to take place.
5. Committees and Service Groups of the Congregation shall have the authority conferred by, and shall be subject to the limitations and requirements of, the Articles, Bylaws, this Manual, and the Council.
6. While the Congregation thanks all Members for their contributions, the Congregation does not compensate Members, including chairs and members of Committees or Subcommittees, for contributions of their time or expertise in support of Congregational ministries. The Congregation may, however, provide curriculum and books for teachers and leaders and pay registration fees for youth chaperones or retreat leaders. Authorized out-of-pocket expenses are typically reimbursed by the Congregation upon submission of a detailed receipt to the Congregation office.
7. In addition to any standing subcommittees, any Committee may appoint, at its discretion, a subcommittee for a special purpose, which subcommittee may be made up of individuals who are not regular members of the appointing Committee.

3 EXECUTIVE COMMITTEE

1. **Duties.** The Executive Committee:
 - a. Reports to the Council through the President.
 - b. Meets customarily at least monthly to review the agenda for each Council meeting and to discuss other periodic concerns.
 - c. Prepares, with the Staff-Parish Relations Committee, the Senior Pastor's annual evaluation.
 - d. Sets the salary for the Senior Pastor taking into consideration the recommendation of the Staff-Parish Relations Committee.
 - e. Acts on requests and recommendations from the Staff-Parish Relations Committee.
2. **Membership.** The Executive Committee membership consists of the President, Vice President, Secretary, and Treasurer of the Congregation, and the Senior Pastor ex officio.
3. **Meetings.** The Committee normally coordinates via e-mail within the week before the monthly Council meetings and meets at other times as needed. Meetings may be held in person, telephonically or electronically.
4. **Subcommittees.** The Executive Committee has no standing subcommittees.

4 MISSION AND OUTREACH

4.1 Mission And Outreach Committee

1. **Duties.** The Mission and Outreach Committee:
 - a. Reports to the Council through its elected Council representative.
 - b. Serves as an interface between the Congregation and the greater community—the Duke University campus, local community, and the world.
 - c. Provides opportunities for service using Members' time, talents, gifts and prayers to channel resources and efforts to the community.
 - d. Coordinates the efforts between the various Mission and Outreach initiatives, and provides guidance for distribution of Mission and Outreach funds.
2. **Membership.** Membership of the Committee consists of the Chair of the Committee, and at least 4 additional members. A Pastor serves as an ex-officio member. Members are recruited by suggestions from the Pastor and various announcements to the Congregation.
 - a. **Chair Responsibilities.** The responsibilities of the Chair of the Committee are to:
 - i. Serve as the leader of the monthly Committee meetings with the preparation of a monthly agenda and to facilitate discussions during the meetings.
 - ii. Ensure that minutes are kept of each Committee meeting.
 - iii. Actively search for new Committee members among interested Members of the Congregation.
 - iv. To serve as the liaison between the Congregation, and Committee members to local organizational leaders and to world mission organizations.
 - b. **Committee Member Responsibilities.** The responsibilities of the members are to:
 - i. Attend monthly meetings and provide constructive ideas during the meeting regarding ways that the Congregation can serve our local, national and international communities.
 - ii. Offer their personal time and resources when possible to support Committee activities throughout the year.
 - iii. Visit local organizations during the year in an effort to ensure that Congregation funds are being used in a fruitful way.

- iv. Volunteer with local organizations and organization boards when possible with the goal of building stronger ties between the Congregation and the local community.
3. **Meetings.** The Committee generally meets monthly, usually on Sunday after worship services.
4. **Activities.** The activities of the Committee include:
- a. Sponsorship of monthly Saturday Service Projects, which seek to link Committee members and the Congregation in hands-on-service opportunities with and in support of local organizations. The service projects are rotated so as to help as broad of a local base of organizations as possible.
 - b. Sponsorship of monthly “Back-Pew” collections for specific local organizations in need. A Committee member determines the specific needs from a local organization and puts a notice in the Congregation Newsletter seeking the specific items needed. Care is taken to link a Back-Pew collection with an organization for which the Congregation also sponsors a Saturday Service Project.
5. **Areas of Mission and Outreach.**
- a. **Local Missions.**
 - i. The Local Missions area encourages Christian discipleship through cooperation with numerous faith-based human service organizations in Durham and Durham County. The Committee does not undertake mission work outside Durham County and does not ordinarily offer monetary or physical engagement assistance to non-faith-based groups. In order for the Committee to offer assistance to a group or organization, the recipient must demonstrate a record of continual success as measured by the recipient’s core objectives and stated aims or goals.
 - ii. The Committee receives applications from local organizations seeking funding each fall. A member of the Committee sends these applications out to previously interested organizations and gives a deadline for the return of a completed application to the Committee. One or more Committee members go to each individual organization for a site visit, interviewing members of the organization regarding its mission, purpose and goals for the future. Thereafter, the Committee meets once yearly, usually in November, to discuss and decide on the Congregation’s grant distributions to the local supported organizations based upon the Congregation’s budget for Local Mission grants. Checks are then cut by the Congregation office to be sent to each organization awarded a grant.

- b. **World Missions.** The goal of the world missions function is to explore and implement methods for taking the Gospel to people outside the United States. This may include financial support for missionaries. The Committee also plans occasional mission trips to underdeveloped countries such as Haiti and to visit projects funded by the Congregation, including the community sponsored by the Congregation through ZOE Ministries in sub-Saharan Africa.
 - c. **Special Initiatives.** Special Initiatives addresses emergency needs both locally and statewide. The Committee also has an ongoing commitment to the resettlement and continued support of members of the Montagnard community. The Montagnards are assisted in the enrichment for their children and youth, continued assimilation for the adults in the community and with English language instruction for those newly arrived in the United States.
 - d. **Shelter Dinners.** The Committee sponsors monthly dinners at the Urban Ministries in Durham. A separate procedure outlines this activity.
 - e. **Families Moving Forward Dinners.** Members of the Committee with the assistance of other Members of the Congregation, provide dinner and childcare for residents at the Families Moving Forward house periodically. A separate procedure outlines this activity.
 - f. **Durham Habitat for Humanity.** The Committee assists in the Congregation's partnership with the Duke Chapel in building a local Habitat for Humanity house each year. The Committee encourages Congregation Members to participate in the actual hands-on building of the house as well and engages the Congregation's financial support for the house.
6. **Subcommittees.** The Missions and Outreach Committee has no standing subcommittees.

4.2 FAMILIES MOVING FORWARD

Members of the Committee with the assistance of other Members of the Congregation, provide dinner and childcare for residents at the Families Moving Forward house two nights a week on a quarterly basis in cooperation with two other local churches in the Durham community. This is to enable the staff and adult residents to participate in classes and discussion groups focusing on residential stability and self-sufficiency. Several volunteers are needed each night for food preparation, serving dinner, and working with the children on after-dinner games and activities.

4.3 URBAN MINISTRIES DINNERS

1. **Scope.**
 - a. Reports to the Council through the Missions and Outreach Committee's elected representative.
 - b. Members of the Congregation serve lasagna dinners at the Urban Ministries Shelter Café in downtown Durham (410 Liberty Street) on the second Sunday of odd-numbered months and on the fourth Wednesday of even-numbered months. The menu is the same each month. The Congregation Mission and Outreach Committee budget covers the cost of all of the meal staples except the party-size "Stouffers" lasagnas, which are purchased and cooked by each evening's volunteers. Dinner coordinators purchase meal staples and the meal is assembled in the Café kitchen and set out for serving in the dining hall.
2. **Planning.** Designated Dinner Coordinators and a Shelter Dinner Volunteer Coordinator are responsible for planning, orchestrating, and evaluating the Shelter Dinner Project. These Members are also responsible for providing the chair of the Mission and Outreach Committee with a budget request each year.
3. **Dinner Coordinators.**
 - a. Dinner Coordinators are responsible for purchasing all of the food for each dinner and bringing it to the Urban Ministries Shelter Café one hour before the start of the meal so that Congregation volunteers can assemble the meal and prepare it for serving. Dinner Coordinators are also in charge of the serving line. Food is generally purchased at Sam's Club or Costco. Party size (12-servings) Stouffers (or store brand) lasagnas are prepared at home by the volunteers and brought to the Café kitchen 45 minutes before the meal starts. An individual or a small team may volunteer to serve as Dinner Coordinators. Traditionally, the Wednesday night Dinner Coordinators and the Sunday night Dinner Coordinators have made long-term commitments to their responsibilities, with back-up coordinators designated on an as-needed basis.
 - b. Dinner Coordinators may want to call Urban Ministries at 919-682-0538 a day or so before the dinner to see how many individuals have been dining at night. Numbers may range from 160 to 260. If numbers have been high, the Dinner Coordinators may want to notify the Volunteer Coordinator that more than 20 lasagnas (240 servings) may be needed.

4. **Shopping List.** The menu for each dinner is the same. Food for about 240 individuals is purchased, even though numbers may range from 160 to 260. Cost per occasion is generally \$270 to \$280. Dinner Coordinators traditionally pay for the food and then present itemized receipts with the appropriate reimbursement request form to the Congregation office. Items to purchase are:
 - a. (6) 24-oz bottles Vidalia onion vinaigrette salad dressing
 - b. (2) large canisters powder lemonade mix
 - c. (15) gallon cans of fruit cocktail
 - d. (1) large tub of easy-to-spread margarine (e.g., Shedd's Spread)
 - e. (14) 2.5 lb. bags of salad mix (romaine blend for nutrient value)
 - f. *(7) bags of 36-per bag yeast dinner rolls
 - g. *(14) boxes of oatmeal raisin or chocolate chip cookies (18 cookies/box or #252).
5. ***Note:** rolls and cookies should be ordered a day before the dinner.
6. **Meal Preparation.** Wednesday mealtime is from 6:45–8:00PM and Sunday mealtime is from 6:00-7:00PM. Dinner Coordinators bring the food into the Café kitchen at least one hour before the meal start time: 6:00PM on Wednesdays and 5:00PM on Sundays. It takes about 45 minutes to set up the meal. A few resident Café staff members are on hand during the meal to handle dishwashing and clean-up. Resident Café staff members will notify the Dinner Coordinators how many “late plates” need to be prepared and covered with saran wrap and placed on a cart prior to the start of the main meal. When Congregation volunteers begin to arrive, the Dinner Coordinators direct meal preparation activities and ensure that the food is ready on the serving line with volunteers ready to serve at the meal start time.
7. **Meal Service Instructions.**
 - a. Resident Café staff members eat dinner just before the rest of the residents are allowed into the dining hall.
 - b. Dinner Coordinators ask one of the volunteers to say a blessing before the meal.

- c. There is generally a resident Café staff member who is in charge of the kitchen. The Dinner Coordinators should introduce themselves to this individual and address questions to him/her. Both Dinner Coordinators and the resident Café staff member in charge should keep a running count of number of meals served. Total number of meals served should be written on the food purchase receipt that is handed into the Congregation office with request for reimbursement form.
- d. “Late plates” should be prepared before anyone is served.
- e. After lasagnas are cut into twelve servings, the foil covers are replaced, and the lasagnas are placed in the warming oven.
- f. As lasagna tins are emptied on the serving line, they should be scraped and stacked on the kitchen counter for rinsing and recycling by resident Café staff members. There is usually a blue trash bin in the kitchen for other recyclables.
- g. Lemonade is made in the big orange drink containers, $\frac{3}{4}$ to one container of lemonade to one orange drink container, almost filled, of water. Another orange drink container can be filled with ice from the ice machine. Alternatively, ice may be placed directly into the lemonade.
- h. No seconds can be given out until everyone has been served.
- i. If the supply of lasagnas or other food runs low, the Dinner Coordinators should notify the resident Café staff member in charge so that additional food may be prepared for the serving line.
- j. There are no clean-up duties for Congregation volunteers. Shelter residents take care of clean-up.

8. Shelter Dinner Volunteers.

- a. The Shelter Dinner Volunteer Coordinator is responsible for signing up enough volunteers to prepare and serve the meal (minimum ten servers). This individual is also responsible for ensuring that there are at least twenty (20) party-size “Stouffers” lasagnas prepared for each meal. Each volunteer is asked to purchase and cook two lasagnas. Because some volunteers come as couples and bring only two lasagnas, it is useful to have some individuals cook and donate lasagnas, but not stay to serve.
- b. Shelter Dinner Volunteers can be recruited in person on Sunday mornings and at Congregation functions. Notices about upcoming Shelter dinner dates may be publicized in the monthly Congregation newsletter, in the Sunday service bulletins, and in the weekly email sent out to Congregation Members and friends of the Congregation who have requested E-news. The Volunteer Coordinator communicates with the Senior Pastor or designee about these notices. It

is helpful to have volunteers lined up about a week in advance of each dinner. All print notices should include the name and contact information for the Volunteer Coordinator and an email link. Email requests and/or phone calls are usually necessary to line up the appropriate number of helpers and lasagnas. The final list of servers and lasagna cookers should be emailed to the Dinner Coordinators several days before the dinner.

- c. Volunteer jobs during the serving of the meal are as follows:
 - i. (1–2) Dinner Coordinators make sure the meal is set up to serve on time, and that serving containers are replenished as needed during the meal.
 - ii. (1) lasagna server
 - iii. (1) salad server
 - iv. (1) fruit cocktail server
 - v. (1) roll server
 - vi. (1) cookie server
 - vii. (2) drink servers
 - viii. (1–2) lasagna pan scrapers/runners
 - ix. (1) Volunteer Coordinator to check in volunteers/lasagnas and to ensure that volunteers have a positive experience.
- d. Ten or eleven is a good number of volunteers on any given evening. With more than that number, some people can transition on and off the serving line. More than 12 volunteers can be hard to accommodate. Planning ahead is the key to having just the right number of helpers and just the right number of lasagnas.
- e. Volunteers should sign in on the Urban Ministry Volunteer hours form, which is always on a clipboard on the shelf next to the doorway between the kitchen and the dining hall. Each volunteer handling or serving food must don a hairnet and gloves.
- f. Volunteers should arrive at the Shelter Café at 6:15PM on Wednesdays and at 5:15PM on Sundays. Total time commitment is approximately two hours.
- g. The Volunteer Coordinator writes a brief article for each Congregation newsletter, due to the Congregation office on the 15TH of the month before publication, naming and thanking the individuals who volunteered at the most recent Urban Ministries Shelter Dinner and listing upcoming dates. The article should include how many individuals were fed at each meal.

- h. The Volunteer Coordinator maintains a list of who has volunteered at the dinners (servers as well as those just donating cooked lasagnas), how many lasagnas were prepared, and how many dinners were served.
- i. The Volunteer Coordinator should engage in an ongoing effort to expand the number of individuals who volunteer for the Shelter Dinner Project.

5 CHRISTIAN EDUCATION

5.1 EDUCATION COMMITTEE

1. **Duties.** The Education Committee:
 - a. Reports to the Council through its elected Council Representative.
 - b. Plans and implements educational and spiritual training and activities for:
 - i. Adults
 - ii. Children (generally under grade 6), which includes the Sunday morning educational programs as well as special programs and events.
 - iii. Youth (generally grades 6 through 12), which includes the Sunday morning programs as well as special programs and events.
 - c. Prepares and submits an annual Education budget proposal to the Stewardship and Finance Committee.
2. **Membership.** The Education Committee consists of approximately eight members from the Congregation and Staff. Members are recruited through advertisements in the Congregation's weekly email newsletter, announcements in New Member Classes, at Congregation gatherings, by the Nominating and Leadership Committee and by word of mouth.
3. **Meetings.** The Education Committee meets monthly.
4. **Activities.** The Education Committee:
 - a. Plans educational opportunities for Adults, Youth and Children on Sunday mornings throughout the year. This includes choosing curricula/offerings, finding group leaders, and coordinating times and places for classes and other offerings
 - b. Arranges for special speakers and reserves necessary meeting spaces. Compensation for speakers should follow the Congregation policy outlined in the General Congregation Policies and Procedures.
 - c. Ensures all members and employees of the Congregation who, acting for the Congregation, have contact with children are subject to and shall comply with the Duke University Child Safety Policy, a copy of which is kept in the Congregation office.
 - d. Plans an annual overnight retreat, including but not limited to, reserving a site for the retreat, arranging for speakers, food, activities, and room assignments.

- e. Plans fall and winter retreats by reserving space, obtaining speakers, and other arrangements as necessary.
 - f. Prepares descriptions of all the educational opportunities offered for advertisement through the Congregation's newsletters and website.
5. **Children's Safety.** It is the responsibility of the Education Committee in conjunction with the Children's Pastor to ensure that all members and employees of the Congregation acting for the Congregation and having contact with children in the children's education program are subject to and shall comply with the Duke University Child Safety Policy. The Children's Pastor oversees compliance with the University Child Safety Policy and reports to the Chapel's Associate Dean for Religious Life regarding the requirements of the Duke University Child Safety Policy.
6. **Subcommittees.** The Education Committee has no standing subcommittees.

6 CONGREGATIONAL CARE PROGRAM AREA

1. The Congregational Care Program Area through its service groups strives to involve all Members in the life of the church, while addressing the needs of individual Members, especially in times of need or crisis.
2. The Congregational Care Service Groups are:
 - a. **Membership.** The Membership Committee welcomes and provides relevant information to those interested in becoming Members and to new Members.
 - b. **Fellowship.** The Fellowship Committee plans and holds various social activities and events for the Congregation.
 - c. **Loaves and Fishes.** The Loaves and Fishes Service Group provides meals and other assistance to Members in times of crisis or family events.
 - d. **Prayer Ministry.** The Prayer Ministry Service Group prays for anyone who brings to them their joys, concerns, problems, or worries.
 - e. **Heavenly Hugs Hat Ministry.** The Heavenly Hugs Hat Ministry provides hand-knitted, crocheted and loomed hats, scarves, blankets, sweaters, isolette covers, and toys for babies and children in the Congregation, Duke, and Durham community.
 - f. **Chapel Quilter Ministry.** The Chapel Quilter Ministry provides quilts for ailing, grieving members of the Congregation, baby Christenings, families receiving Meals on Wheels, Habitat homes, and others as suggested by the Pastor of the Congregation.
 - g. **Visitation and Care Ministries.** The Visitation and Care Ministries volunteers regularly touch base with members who are not able to get to the Chapel due to medical or other reasons through visitation, phone calls, or card.
 - h. **Calling Ministry.** The Calling Ministry volunteers make a phone call, send a voicemail, email, or birthday card to members on or around their birthdays.

6.1 FELLOWSHIP COMMITTEE

1. **Duties.** The Fellowship Committee:
 - a. The Fellowship Committee reports to the Council through the Congregation Care Service Area.

- b. Plans various social activities and events for the Congregation. Events are announced in the Newsletter and the eNews. An effort is made to invite and to introduce any new Members of the Congregation at events.
 - c. The Committee maintains a stock of paper goods and other supplies in the Congregation office.
 - d. On the day of an event the Committee members set up tables and chairs and receive food provided by the Membership. Attention is paid to tablecloths, simple flowers or anything to make the atmosphere of the event as attractive as possible. Food is usually delivered and ready to be served “as is” but the Committee may do some last-minute food preparation. For major events, set out the Congregation name tags.
 - e. Following an event, the Committee is responsible for cleaning up and putting away all tables and chairs. For major events, from start to finish takes about 5 hours.
 - f. The Committee may schedule events away from the Chapel. Such events may require additional preparation including transporting equipment, chairs, etc. For these events, additional use of caterers and outside vendors may be more convenient.
2. **Membership.** Members of the Committee are recruited by suggestions from the Pastor and members of the Committee, and from various announcements to the Congregation. The Committee works best with at least 8 members.
3. **Meetings.** The Committee meets as events dictate.
4. **Activities.** The schedule for the year for social activities is set during the summer and requires careful coordination with the Chapel staff, the University calendar and the Pastor. The Committee attempts to plan events every four to six weeks. Typical events include:
- a. Congregation meals, “snacklucks,” ice cream socials and other gatherings
 - b. Refreshments on the Chapel lawn after worship
 - c. Annual Congregation picnic
 - d. Assist with luncheon for Annual Business Meeting
 - e. Congregation’s anniversary celebrations
 - f. Events marking special seasons, such as Epiphany or Lent
 - g. Virtual gatherings online, especially when gathering in person is difficult
5. **Subcommittees.** The Fellowship Committee has no standing subcommittees.

6.2 LOAVES AND FISHES

1. **General.** The Loaves and Fishes Group:
 - a. Reports through the Congregational Care Program Area.
 - b. Provides meals to Members of the Congregation who have a special need due to illness, a death in the family, the birth of a baby or other similar or special circumstances.
 - c. Is led by a Chair and approximately 30 additional volunteers who wish to be a part of the Group.
 - d. Services are available only to Members of the Congregation or to the Pastors or Staff.
2. **Activities.**
 - a. Ordinarily the Group's services are provided when a Pastor becomes aware of the need and contacts the Chair.
 - b. The Chair calls the family to determine the precise needs—dietary restrictions or preferences, number of family members, contact information—and then email or calls the member of the Group with the request. The Chair may use various programs such as TakeThemAMeal.com to facilitate sign-ups.
 - c. When a member indicates that he or she is available to provide a meal, the Chair gives the family's information to the member. It is then the responsibility of the Group member to contact the family and make arrangements for a suitable day and time for delivery.
 - d. Meals may either be purchased or prepared directly by the member of the Group.
 - e. Meal services are intended to be short term, normally one to two meals, but occasionally more deliveries are made to a particular family as may be needed.

6.3 MEMBERSHIP COMMITTEE

1. **Duties.** The Membership Committee:
 - a. Reports to the Congregation Council through the Congregational Care Program Area.
 - b. Welcomes and provides relevant information to those who express interest in Congregation activities and membership.
 - c. Assists and participates in the conduct of the New Member Orientation classes for new prospective Congregation members.

- d. Works at Congregation-sponsored events to ensure that new members are welcomed and provided with introductions to current Members of the Congregation.
 - e. Matches gifts, interests, and talents of new Members with the needs of the Congregation programs.
 - f. Reaches out to Members who are no longer active through calling and visitation ministries. Helps the Congregation office in keeping Member rolls up to date.
2. **Membership.** The Committee consists of two or more members. Members are recruited by suggestions from the Pastor and various announcements.
3. **Activities.** The Committee:
- a. Cooperates with the Senior Pastor in receiving and welcoming new Members.
 - b. Reaches out to Members who are no longer active.
4. **Reception of New Congregation Members.** The admission and reception of new members of the Congregation proceeds in the following order:
- a. The Senior Pastor meets with individuals or families who express interest in joining the Congregation.
 - b. Those who desire to become members will participate in a series of new member classes as determined by the Senior Pastor.
 - c. The new member classes are typically held on Sunday mornings during the education hour. The classes generally consist of four sessions held each fall and spring.
 - d. Each session will focus on different questions related to discipleship:
 - i. *Belief.* What do we as Christians believe to be true as communicated in the Apostles' Creed?
 - ii. *Common life.* What does it mean to be members together in the Body of Christ? How do disciples support one another in the community of faith?
 - iii. *Mission.* What are disciples called by Jesus Christ to do in the larger community? How does the Congregation reach out to the world to share the love of Christ and invite others into Christian discipleship?
 - iv. Such other topics as deemed appropriate by the Senior Pastor.
 - e. Following completion of the new member classes, those who decide to become Members of the Congregation will be voted into membership by the Council.

- f. New Members will be recognized in a worship service either in the Chapel or in a Congregation worship service.
5. **Subcommittees.** The Membership Committee has no standing subcommittees.

6.4 PRAYER MINISTRY SERVICE GROUP

1. Duties.

- a. Reports to the Council through the Chapel Support Program Area.
- b. The Prayer Ministry Service Group prays for anyone who brings to them their joys, concerns, problems, or worries.
- c. The Prayer Ministry does not hold regularly scheduled meetings.
- d. Individuals are invited to join the Prayer Ministry through announcements in the new member class, information posted on the Congregation website, and through personal invitation. There is no set number of members; more are always welcome.

2. Prayer Requests.

- a. The Prayer Ministry receives prayer requests electronically then prays privately for the joys and concerns requested. The duration and nature of the prayers is left to the judgment of each member of the Prayer Ministry.
- b. Communications within the Prayer Ministry are by email through chapel-prayers@duke.edu. This email address sends messages directly to each member of the Prayer Ministry.
- c. Prayer requests come from several sources including:
 - i. The public by way of the Congregation and Chapel websites.
 - ii. One of the Pastors and/or Pastoral Assistants of the Congregation.
 - iii. Members of the Prayer Ministry
 - iv. Prayer request cards, which are located outside the Chapel's Memorial Chapel. The cards are removed by Chapel or Congregation staff on a weekly basis. The Congregation staff then sends them to the members of the Prayer Ministry.

6.5 HEAVENLY HUGS HAT MINISTRY

1. Duties.

- a. Reports to the Congregation Council through the Congregational Care Program Area.
- b. The Ministry provides hand-knitted, crocheted and loomed hats, scarves, blankets, sweaters, isolette covers, and toys for babies and children in the Congregation and the Duke community, as well as for children and adults in local Durham agencies supported by the Congregation such as Families Moving Forward, Meals on Wheels, Urban Ministries, TROSA.
- c. The Ministry does not hold regularly scheduled meetings.
- d. Individuals are invited to volunteer with the Ministry through announcements in the new member class, information posted on the Congregation website, and through personal invitation. There is no set number of members; more are always welcome.

6.6 CHAPEL QUILTERS

1. Duties.

- a. Reports to the Congregation Council through the Congregational Care Program Area.
- b. The Ministry meets three times a year to provide quilts for ailing, grieving members of the Congregation, baby Christenings, families receiving Meals on Wheels, Habitat homes, and others as suggested by the Pastor of the Congregation.
- c. Individuals are invited to volunteer with the Ministry through announcements in the new member class, information posted on the Congregation website, and through personal invitation. There is no set number of members; more are always welcome.

6.7 VISITATION AND CARE MINISTRIES

1. Duties.

- a. Reports to the Congregation Council through the Congregational Care Program Area.
- b. The Ministry volunteers regularly touch base with members who are not able to get to the Chapel due to medical or other reasons through visitation, phone calls, or card.
- c. The Ministry also regularly delivers Poinsettias during the Christmas season and Easter Lilies during Easter to shut-in members.

- d. The Ministry holds regularly scheduled meetings every other month.
- e. Individuals are invited to volunteer with the Ministry through announcements in the new member class, information posted on the Congregation website, and through personal invitation. There is no set number of members; more are always welcome.

6.8 CALLING MINISTRY

1. Duties.

- a. Reports to the Congregation Council through the Congregational Care Program Area.
- b. The Ministry volunteers make a phone call, send a voicemail, email, or birthday card to members on or around their birthdays.
- c. The Ministry does not hold regularly scheduled meetings.
- d. Individuals are invited to volunteer with the Ministry through announcements in the new member class, information posted on the Congregation website, and through personal invitation. There is no set number of members; more are always welcome.

7 CONGREGATION SUPPORT

7.1 ADMINISTRATION COMMITTEE

1. **Duties.** The Administration Committee:
 - a. Reports to the Council through its elected Council Representative.
 - b. Assists with the communication needs of the Congregation, including potential and optimal use of voice, print and electronic media.
 - c. Assists with Congregation computer hardware and software issues as needed.
 - d. Assists with periodic reviews of all insurance programs.
 - e. Assists the Council in assuring a continuing and efficient process of governance by making recommendations on governance policies and procedures and reviewing the Articles of Incorporation and Bylaws every three years.
 - f. From time to time evaluates space requirements of the Congregation and develops a plan to meet the changing needs of the Congregation.
 - g. Is responsible for keeping the Congregations Policies and Procedures up to date.
2. **Membership.** Members shall be appointed by the President who will set the number of members from time to time as needed.
3. **Meetings.** The Committee meets monthly to complete its duties. Meetings are called by the Chair of the Committee.
4. **Activities.**
 - a. Updates website as needed.
 - b. Produces the video for the Annual Meeting.
 - c. Assists with maintaining Council reports on Duke Box.
 - d. Assures the monthly preview eNews newsletter is sent to Duke University Archives.
 - e. Every three months, the committee, along with Staff, reviews specific sections of the website, suggesting updates and corrections.
 - f. Every three years, and at other times at the request of the Council, the Committee reviews the Articles of Incorporation and Bylaws, recommending needed changes to the Council.

- g. Annually, and at other times at the request of the Council, the Committee reviews the Congregation's insurance programs. The committee consults with insurance agents and coordinates as needed with Chapel staff.
 - h. Every three years, the Committee reviews and updates this Manual, soliciting suggestions from Committees, Service Groups, and Program Area Coordinators.
 - i. Every three years, the Committee reviews the overall website for formatting, impression, and structure.
5. **Subcommittees.** At the discretion of the Committee, standing subcommittees may include:
- a. **Data Management.** The Data Management Subcommittee assists with Congregation computer hardware and software issues as needed. For example, the subcommittee may be asked to consult with the Administration Committee regarding installation of new computers, loading of bookkeeping software, operating systems, database and programming updates and maintenance of the Congregation's website. Members of this subcommittee are the Chair of the Administration Committee and others as appointed by the Chair.

7.2 NOMINATING AND LEADERSHIP DEVELOPMENT COMMITTEE

- 1. **Duties.** The Nominating and Leadership Development Committee:
 - a. Reports to the Council through its elected Council representative.
 - b. Identifies and fosters committed leadership in the Congregation to further its ministries.
 - c. In the spring of each year, solicits suggestions for nominations from all available sources (Pastor(s), Membership Committee, current committee chairs, Congregation members, etc.).
 - d. Nominates, on an annual basis, at least one person for each vacancy on the Council as well as committee chairs and service group leaders, and the Assistant Treasurer of the Congregation.
 - e. Provides the nominees with a current job description for the vacant position.

- f. Presents the slate of nominees at the Annual Business Meeting and on other occasions to fill vacancies in any office as described in the Bylaws.
 - g. By communication with all the leaders within the Congregation, and by other means, acquaints itself, throughout the year, with the members of the Congregation in order to learn of their interests, skills, talents, and energies.
 - h. Encourages Members to support the work of the Congregation in the best way that meets their interests, skills, talents, and energies.
 - i. Is well informed about the duties of the various committees and is prepared to assist committee chairs with recruiting committee members.
 - j. Fosters the development of continuity of leadership within the Congregation through the development and presentation of education and training programs.
2. **Membership.** Membership of the Committee consists of three or more members and the Pastor. The Committee nominates its Chair from the members who will remain on the Committee during the next organizational year. Members of the current Council may not serve on the Committee. Members of the Committee may not be nominated for open Council positions.
 3. **Meetings.** Typically, a fall planning meeting is held once to prepare for the coming spring nominations process. Regular meetings of the Committee begin in January to February each year and continue throughout the spring as needed to complete a slate of nominees one month ahead of the Congregation's Annual Meeting. Other meetings occur during the year as needed. Meetings are occasionally held by telephone or video conferencing.
 4. **Activities.** To obtain candidates for Congregation leadership positions, the Committee carefully reviews past performances and qualifications of suggested leaders, as well as soliciting input on committee or officer needs from current leaders in those positions
 5. **Subcommittees.** The Nominating and Leadership Development Committee has no standing subcommittees.

7.3 STAFF-PARISH RELATIONS COMMITTEE

1. **Duties.**
 - a. Reports to the Council through its elected Council Representative.
 - b. Works to support staff and build community between staff and members of the Congregation.
 - c. Counsels and confers with the Pastors, Staff, and Congregation Members in an effort to assess conditions that affect the leadership of the Congregation and service to the Congregation and its mission.
 - d. Clarifies strategies for ministry related to but not limited to working conditions, job descriptions, skills upgrading, and professional enhancements.
2. **Membership.** The Committee members and its elected Council Representative are nominated by the Nominating and Leadership Development Committee and elected by the Congregation at the Annual Meeting. There are five members of various ages whose diversity of experience within the Congregation makes them widely representative of the make-up of the Congregation. Their terms will be staggered to facilitate both continuity and turnover. Members serve three-year terms. The Chair serves a one-year term[s] and may not serve more than three years consecutively.
3. **Meetings.** The Committee meets quarterly unless additional meetings are required.
4. **Activities.** The Staff-Parish Relations Committee:
 - a. Oversees annual evaluations of Staff through the following procedures:
 - i. The Committee meets with the Pastor(s) in closed session at the request of a Pastor, Staff member, Congregation Member, or representative of a group of Members, and, in any event, not fewer than four times a year. The Pastor or Assistant Pastor may voluntarily excuse him/herself from a meeting or be asked by the Committee to leave a meeting. Before any meeting, the Pastor and Assistant Pastor shall be informed of the date and time of the meeting and of the general purpose of the meeting.
 - ii. The Senior Pastor receives self-evaluations from the Assistant Pastor and other Staff. The Senior Pastor will review the self-evaluations, will write evaluations before forwarding them to the Committee. When a review has been completed by the Committee, the Chair and each Committee member will sign two original copies of the written review. One is then reviewed with and given to the staff member by the Pastor. The other will be kept in a confidential personnel file in the Congregation office.

- iii. A representative of the Committee and the Senior Pastor then meet with each Staff individually to review that person's evaluation.
 - b. Oversees the annual evaluation of the Senior Pastor through the following procedure:
 - i. The Committee receives a self-evaluation from the Senior Pastor. The Committee's review of the Senior Pastor will reflect on his/her work in helping the Congregation achieve its larger mission(s).
 - ii. The Committee provides a written report, and, after discussing it with the Senior Pastor, forwards it to the Executive Committee for review and approval. Upon approval by the Executive Committee, two copies of the report, signed by the Committee members, will be prepared. One will be given to the Senior Pastor, and the other filed in the Pastor's confidential personnel file kept in the office of the Congregation.
 - c. Recommends to the Executive Committee Staff salary adjustments and requests for Staff support.
 - d. Is available to meet with members of the Congregation who have difficulties with the Staff, for the purpose of resolving such issues. Members may request that the Pastor, Assistant Pastor, or any Committee member be excused from any such meeting; provided that, the person(s) excused shall be given notice of the meeting before it takes place and will thereafter be informed of the general sense of the meeting.
 - e. Periodically considers future needs of the Congregation and Staff regarding proposed adjustment of job descriptions, working conditions, enhancement of skills, continuing education, additional positions and retirement planning.
 - f. Provides a secure, confidential setting in which Pastor(s) and/or Staff may reflect on specific ministry goals, priorities and work habits.
5. **Subcommittees.** The Staff-Parish Relations Committee has no standing subcommittees.

7.3.1 SENIOR PASTOR SEARCH PROCEDURES

1. **Purpose.** The purpose of these procedures is to provide a series of steps for consideration by a committee charged with identifying a candidate for the Senior Pastor position.
2. **Creation of the Committee.** In the event the Senior Pastor dies, resigns, or is otherwise unable to lead the Congregation, the Council shall identify seven (7) Members to form a Search Committee (for purposes of this Section, the “Committee”) whose members are reasonably representative of the Congregation’s demographics. The Committee shall be responsible for identifying and recommending one individual as candidate for the position to the Council and Congregation. The process for selecting and affirming this individual shall be in accordance with the Bylaws and consonant with the Congregation’s relationship to the Chapel. The Council shall charge one member of the Committee with identifying the time and location of the initial meeting of the Committee.
3. **Initial Meeting.** At the initial meeting, the Committee should consider:
 - a. Defining its various functions and identifying one or more individuals responsible for performing those functions. The functions include: Chair, Deputy Chair, Secretary, Committee liaison to the Council, Advertising coordinator, communications coordinator (internal and external), and resume review teams.
 - b. Setting a regular meeting location and frequency. Weekly meetings during the first few months will keep the process moving along quickly and efficiently
 - c. Requesting budget guidelines from the Council. The Committee will incur certain expenses during the selection process which include, without limitation advertising, travel, car rental, hotel and food for applicant interviews, committee screening trips, etc.
4. **Input, Advertising and Communication.** The Committee shall:
 - a. Develop a process for requesting and receiving input from the Congregation on the background and experience characteristics that are most desired in the candidate and differentiating those “must have” characteristics from those that are “highly desirable.” Using this list, develop a Position Vacancy Announcement (PVA) and Applicant Evaluation Worksheet (AEW). See Attachments.
 - b. Define the advertising requirements and applicant instructions, some of which include:
 - i. Where the PVA will be placed
 - ii. How long will advertising continue and what are the costs depending on such things as length and duration.

- iii. How will the advertisement reach the intended audience (paper v. electronic)?
 - iv. Where will the applicant find additional information and what shall that information include.
 - v. What are the guidelines for submitting an application/contacting the Committee?
- c. Note: *The Christian Century* is a good advertising medium. It has a monthly printed publication and a weekly e-mail publication. Advertising for several months in both media has produced good results. The PVA should also appear on the Congregation's website.
- d. Establish a convenient means of communication. For example:
- i. Establish an e-mail address for the Committee through which applicants can submit a resume and cover letter or ask questions, and through which Congregation Members can submit questions and comments.
 - ii. Establish an easy and convenient way for Committee members to communicate with each other, both individually and as a group, keeping in mind that this communication must be kept private (e.g., Google docs, private Facebook group, etc.).
 - iii. Establish a conference calling capability for the Committee to use when members are unable to attend in person.
 - iv. Provide ways to periodically inform and update the Council and Congregation on the overall progress of the Committee. Consider including articles in the weekly eNews, the monthly printed newsletter, and/or a separate e-mail from the Committee. Also consider holding presentations/Q&A sessions for the Congregation Members at TFAD as well as Adult Forum, and/or after Sunday Services.
 - v. Create a draft timeline of activities up to and including the affirmation vote. The timeline needs to remain flexible but should take into account the Congregation calendar and Bylaws and any constraints these may impose into consideration.
5. **Applicant Review & Tracking Process.** Applicant review and tracking process is a multi-step process involving:
- a. Documentation of receipt and current status of each application.
 - b. Receipt and distribution of applications to individual review teams for initial review and ranking based on criteria defined in the AEW.

- c. Briefing the full Committee on each application including the initial ranking. Applications meeting all of the “must have” and most of the “highly desirable” requirements should be recommended for full Committee review.
 - d. Full Committee review of recommended applicants including a decision to: (1) reject the application; (2) hold the application for later consideration; or (3) schedule a telephone interview.
 - e. Scheduling a telephone interview by the full Committee. The interview is intended to (1) brief the applicant on the role of the Senior Pastor within the larger Chapel (it is important that the applicant fully understand the unique requirements of the position and the multi-denominational nature of the Congregation), and (2) provide an opportunity for Q&A through which both the Committee and the applicant may discuss the applicant’s background with regard to those requirements.
 - f. Submission of written questions to highly rated applicants concerning their theology and approach to the requirements in the PVA. The applicant is also asked to provide a set of questions to the Committee addressing subjects that are of special interest to them. While it is not the responsibility of the Committee to negotiate salary, it is appropriate at this time to request that the applicant provide compensation expectations.
 - g. A second telephone interview following the receipt and evaluation of written responses. Before or during this interview the Committee should be prepared to invite highly regarded applicants to Durham for further discussion or delay that invitation pending the review of other highly qualified applicants.
 - h. Schedule a weekend in Durham during which the applicant can visit the Chapel and meet with the Committee, the Dean, and others closely associated with the Congregation’s ministry. When scheduling these meetings, it is important to make it clear that the Committee desires comments from those who will have had the opportunity to meet the applicant.
6. **Selection of a candidate for Senior Pastor.** This decision should be communicated to the successful applicant and his or her agreement to serve requested. Contact the candidate’s references. While it is unlikely that a candidate would provide an unfavorable reference, each reference provided should be contacted before the public announcement.

7. **Announcement to the Dean, the Council, and the Congregation.**
 - a. Notify the Dean and the President of the Congregation of the Committee's choice.
 - b. Working with the President, the Council, and the candidate, decide how and when the public announcement will be made.
 - c. When the announcement date is known, the Committee should schedule opportunities after that date for the candidate to meet with the Members and answer questions the Members may have.
 - d. It is important to schedule one or more opportunities for the Members to meet the candidate. This works best when done in the context of a regularly scheduled church event such as a weekend retreat.
8. **Affirmation Vote.** Coordination of the affirmation vote is the responsibility of the Council.
 - a. To avoid perceived conflicts of interest, members of the Committee may assist as requested, but should not have oversight responsibility for any aspect of the vote.
 - b. The time between the public announcement of the candidate and the affirmation vote can be an awkward time for the candidate. It is in the best interests of the candidate and the Congregation to keep this period as short as possible.

Attachment 1

Pastor Search Procedures

SAMPLE DOCUMENTS

Sample Position Vacancy Announcement (PVA)

“The interdenominational Congregation at Duke University Chapel is seeking a SENIOR PASTOR to lead its mission on the Duke campus in Durham, North Carolina and beyond. The 550-member congregation is made up of area residents and members of the Duke community who have made Duke Chapel their primary place of worship. We seek a fully ordained Protestant minister who is gifted in pastoral care, administration, Christian education, has a strong interest in community service, and is comfortable in ...”

Sample Applicant Evaluation Worksheet (EAW)

Candidate Name: _____

Current Position/Church: _____

Ordained Minister? YES NO Not specified Date: _____

Denomination: _____

Education/Degrees: _____

Total years' experience: Ministerial Pastoral _____

Comments on ministerial experience and level: _____

Pastoral care experience (adult, youth, etc.): _____

Christian education experience: _____

Community service examples: _____

Administrative experience: _____

Expected to be comfortable in both parish and academic setting?

YES MAYBE UNLIKELY

Any general comments noted by the reviewers: _____

Reviewer Name: _____

Overall assessment: [A] or [B] or [C]

Additional review requested? YES NO

Sample Application Receipt/Review Form

Seq. No.	Date Received	Candidate	Screener	Screener Ranking	Cmte. Ranking	Meeting Date	Meeting Action
1							
2							
3							
4							
5							

A table or spreadsheet is a convenient format for tracking and evaluating the status of each candidate’s application. Information recorded under each heading includes, but is not limited to:

- **Column 1—Sequence Number:** A number assigned to the application at the time of receipt.
- **Column 2—Date Received:** Date on which the application was received.
- **Column 3—Candidate:** Name of candidate.
- **Column 4—Screener(s):** Initials of the committee members performing the first screening.
- **Column 5—Screeners’ Ranking:** See “overall assessment” portion of PVA.
- **Column 6—Committee Ranking:** Ranking of those applications nominated for full committee review. Note: This ranking may change as each step in the review process is completed.
- **Column 7—Meeting Date:** Record the date of each full committee meeting and under each date record the committee action taken, if any. For example:
 - *First telephone interview.*
 - *Second telephone interview. Written questions submitted. Hold for further consideration. Drop from consideration. Candidate withdrew.*
 - *Requested further information. Scheduled in-person interview.*

7.4 STEWARDSHIP AND FINANCE COMMITTEE

1. **Duties.** The Stewardship and Finance Committee:
 - a. Reports to the Council through its elected Council Representative.
 - b. Submits an annual budget to the Council for review and approval by the Council and thereafter the Congregation.
 - c. Monitors income and expenses throughout the year and makes recommendations to the Council for any necessary corrective actions.
 - d. Reviews requests by committees for budget changes during the year which, after review, are presented to the Council with recommendations for action.
 - e. Reviews the Congregation's bookkeeping and financial administrative policies and procedures, making recommendations for changes to the Council for its consideration.
 - f. Reviews and approves the Treasurer's monthly written financial reports prior to their submission to the Council.
 - g. Oversees the investment of endowments and special funds of the Congregation. Makes recommendations to the Council regarding the use of these funds unless such funds are restricted to a specific purpose.
 - h. Opens bank accounts upon specific instruction, authorization and approval of the Council.
 - i. Annually solicits pledges for financial support from Members.
 - j. Plans and executes campaign(s) to engage Members in committed financial support for the continuing life and stability of the Congregation.
2. **Membership.** Membership of the Stewardship and Finance Committee consists of seven or eight persons including the Chair, the Treasurer of the Congregation, the Assistant Treasurer of the Congregation and four or five others appointed by the President.
3. **Meetings.** The Committee generally meets monthly on the Tuesday before the second Thursday or as needed as determined by the Chair. Meetings typically take place in the Congregation Office.
4. **Subcommittees.** The Stewardship and Finance Committee has no standing subcommittees.
5. **Deposit Procedures.** Deposits handled by the Congregation Office. All donations may be received from designated cash and checks in the offering plate, mailed in checks, electronic transfers, and donations made

in the office. All cash donations are deposited in the operating checking account. A record of each contribution lists the date of receipt, the contributor's identification, amount contributed, and the intended purpose, if specified, for the contribution.

6. **Reimbursement Procedures.** Congregation members requesting reimbursement for out of pocket expenses need to complete the form attached in the appendix A receipt must be attached along with the appropriate council/committee minutes and/or an explanation. The Congregation Office will request payments and indicate account from which bill will be paid. The Congregation's 3rd party bookkeeping firm will record the transaction in the ledger and pay approved invoice.
7. **Sufficient Funds Procedures.** To manage cash flow funds may need to be moved between operational accounts. Office staff inform treasurer of anticipated major expenses. Treasurer keeps track of cash flow. When funds are needed, and the Treasurer will facilitate transfer of funds to the checking account to cover payroll and/or large expenditures. The Treasurer will monitor receipts and recommend to the Committee when excess balances can be transferred to the savings account and/or CDs acquired. Bank transfers are made online and then recorded in the ledger.
8. **Treasurer Procedures.** The following outline typical Treasurer procedures. The incoming Treasurer shall meet with the outgoing Treasurer to receive training and review details. The Assistant Treasurer may assist with any of these procedures.
 - a. Communicate as needed with the Church Office staff responsible for liaising with bookkeeping firm.
 - b. Ensure payments are released.
 - c. Review ledger transactions and balances, including restricted funds at least weekly.
 - d. Review bank balances at least weekly, particularly ensuring that sufficient funds to meet payroll and other large expenditures are in the correct operating account.
 - e. Manage as needed, typically in July, the expiration and reinvestment of bank certificates of deposit.
 - f. Oversee journal entries in the ledger as needed to effect use of temporarily restricted funds.
 - g. Check brokerage account regularly, at least once a month, and sell any securities received there as soon as possible, making appropriate journal entries including receipt and sale dates along with any capital gain or loss and writing a thank you letter to the donor including the date the security was received and the number of shares or units.

- h. Write thank you letters to special funds donors as needed.
- i. By mid-day on dates on Stewardship and Finance Committee meetings, prepare and e-mail to the committee the monthly written financial reports, to include a budget vs. actual income statement and a balance sheet current as of no earlier than the end of the prior month. A comparison of giving trends is also helpful to the committee.
- j. Twice a year, file NC state sales tax relief forms as prepared by the bookkeeping firm.
- k. After the end of each fiscal year, typically in July, close books and run general ledger and full year report for that fiscal year. Also, enter approved budget numbers for the new fiscal year into the ledger.
- l. Starting within two months after the end of each fiscal year, typically in August, engage and work with a licensed, independent auditor to submit audit materials, file for an automatic tax extension in the fifth month, schedule the Audit Committee meeting, typically in the seventh month, and sign the IRS form 990 tax submission by the middle of the eighth month.
- m. Starting four months before the annual business meeting, typically in February, work with the Stewardship and Finance Committee chair to provide and update a budget template in synch with the ledger.
- n. Shortly after the annual business meeting, procure and update signature cards on file with financial institutions as needed.

7.4.1 AUDIT COMMITTEE

1. **Duties.** The Audit Committee:
 - a. Reports to the Council through the Chair of the Stewardship and Finance Committee.
 - b. Works with the Treasurer of the Congregation to select and retain an independent auditor, who is a Certified Public Accountant, to audit the Congregation's financial records on an annual basis.
 - c. Contracts with the independent auditor for the annual audit and provides requested documentation to the auditors as required for preparation of the annual audit.
 - d. Receives, reviews, and makes recommendations regarding the acceptance of the auditor's annual report to the Council.

2. **Membership.** The membership of the Audit Committee is composed of the members of the Stewardship and Finance Committee, excluding the Treasurer of the Congregation, plus the Vice President of the Congregation. The Chair of the Stewardship and Finance Committee is also the Chair of the Audit Committee. The Treasurer is an ex officio member of the Audit Committee.
3. **Meetings.** Meetings are held annually, before the first Stewardship and Finance Committee meeting following the date on which the Audit is made available and otherwise as required.
4. **Activities.** The Committee reviews the audit findings and reports them to the Council.
5. **Subcommittees.** The Audit Committee has no standing subcommittees.

7.5 STRATEGIC PLANNING COMMITTEE

1. **Duties.** The Strategic Planning Committee:
 - a. Reports to the Council through the Vice President.
 - b. Is composed of the Vice President and two or more additional members.
 - c. Develops a Strategic Plan every five years.
 - d. Develops an annual implementation plan for the Strategic Plan and other major initiatives to be presented to the Council for consideration.
 - e. Seeks the Dean's counsel at significant points in the development of the Strategic Plan.
2. **Membership.** The Vice President is responsible for nominating two or more members as deemed appropriate by the Vice President for approval by the Council. One of the members is the Senior Pastor. The members should have varied experience and history with the Congregation.
3. **Meetings.** The Committee meets approximately five times in the months preceding the development of the Strategic Plan. After the development of the Strategic Plan, the Committee meets as needed to promote implementation of the Plan. Meetings are at a location chosen by the Vice President.
4. **Activities.** The Committee develops, maintains and guides the implementation of the Congregation's Strategic Plans.
5. **Subcommittees.** The Planning Committee has no standing subcommittees.

8 CHAPEL SUPPORT SERVICE GROUPS

1. The Congregation organizes committees and service groups for the purpose of supporting Duke Chapel in ways deemed to be helpful by the Dean.
2. The Chapel Support Program Area service groups are:
 - a. **Altar Guild.** The Altar Guild is responsible for maintaining the silver items used in Chapel worship and for providing the elements and other items used in communion services in the Chapel
 - b. **Chapel Nursery.** The Children's Pastor arranges for Caregivers and other items for the nursery to support the Chapel worship services. A Nursery Service Group Chairperson assists the Children's Pastor as needed for providing feedback on any issues regarding the nursery, overseeing the weekly Nursery operation when Children's Pastor is not available, and acting as additional resource for Caregivers on issues concerning the Nursery.
 - c. **Offering Counters.** The Offering Counters count the collection after Chapel worship services.
 - d. **Prayer Ministry.** The Prayer Ministry prays for those who bring their requests for prayer to the attention of the Ministry.
 - e. **Ushers.** The ushers hand out bulletins, assist congregants and assist with communion during Chapel worship services.
 - f. **Docents.** The docents are trained to offer tours of the Chapel art and architecture. Tours are offered after worship on Sunday mornings and during the week.
 - g. **Choir Engagement.** The Choir Engagement person works with other volunteers to show the Congregation's appreciation and support for the Duke University Chapel Choir by supporting the Choir with food or other assistance. In general, one support activity is done in the fall and one in the spring with 2-4 volunteers needed for each. Examples include refreshments during the annual Messiah performance and a post-service lunch in the spring.

8.1 ALTAR GUILD

1. **Duties.** The general duties of the Altar Guild are as follows:
 - a. The Altar Guild reports to the Council through the Chapel Support Program Area.
 - b. The Altar Guild prepares and maintains the vessels, Cross, candle holders, torches, torch stands, and processional Cross used at the altar and in the processional. The Guild also buys the wine for communion worship services. Pita bread is also provided for the service. The Guild sets up the elements for Communion. It cleans up after Communion by washing, polishing, drying and storing chalices and patens, and laundering linens and small cloths. Linens are laundered in a member's home.
 - c. The Guild consists of approximately 15 members recruited by placing notices in the newsletter and by word of mouth.
 - d. Members of the Guild serve in teams of two or three for a month. During the month, the group provides the described services for the Communion service during the Sunday morning Chapel worship services and other special Communion services (e.g., Maundy Thursday). The Altar Guild does not prepare for Sunday noon Communion service which is prepared by the Chapel attendant.
2. **Preparations.** Procedures for preparing for the Communion service are as follows:
 - a. The Guild's duties are performed on Communion Sundays between 9:45AM and 10:30AM and after services until approximately 12:45 PM.
 - b. Wine for the monthly Communion Services costs approximately \$15.00. Many Guild members give the cost as a contribution and do not seek reimbursement. Polishing gloves cost \$14.95 per pair, and three or more pairs are used during a year. Wet polish costs about \$6.00 per container, and one container lasts about a year. Napkins last approximately five years, and the expense of replacing them is usually borne by the Friends of Duke Chapel. Detergent, dishcloths, and towels are contributed by members of the Guild. The Guild also provides vegetable oil for the healing services.
 - c. Arrive at the Chapel not later than 9:45 AM Go to the Memorial Chapel where the Communion chalices and bread patens are stored.
 - d. Pita bread for Communion is normally delivered to the Chapel before each Communion service, and left on the set-up table in the Memorial Chapel. Linens used for Communion are to be found in labelled, zip-lock bags located in the Altar Guild basket. The basket is passed from one team to the next. The linens are never left in the Chapel. They are the responsibility of each team.

- e. The supplies required for Communion are:
- i. One gallon of Gallo-Livingston (or comparable brand) hearty or classic burgundy wine.
 - ii. Twelve chalices.
 - iii. Two small bread patens with two to four pieces of pita bread on each small paten. The number of pieces is contingent upon the service. For example, Easter and Christmas Eve require five pitas on the reserve bread patens. The Chapel Director of Worship advises on the set-up for these services in consultation with the team.
 - iv. Two pitchers for reserve wine.
 - v. Twelve small, plain cloth napkins to cover the chalices.
 - vi. Twelve large, embroidered napkins for the bread.
 - vii. Two medium Almy embroidered napkins to cover the small bread patens.
 - viii. Two small, plain napkins for the wine pitchers.
 - ix. One medium cloth to cover the small table for reserve elements located by the chancel rail.
 - x. One large cloth to cover the medium table beneath the Flentrop gallery where the reserve elements and one bread packet and one chalice are placed (the latter will be brought forward by the ushers).
 - xi. Gluten free wafers.
 - xii. Non-alcoholic wine-grape juice.
- f. Fill twelve chalices about $\frac{1}{3}$ full with wine. Fill the pitchers $\frac{1}{4}$ full with wine. Put three pita breads on each of the two small bread patens for the reserve bread and cover them with a medium Almy embroidered napkin.
- g. Make twelve bread packets following the graphic layout for the number of pitas in each napkin. The choir napkins have only one pita per embroidered napkin (for a total of four napkins), and the rest have three. Wrap the pita bread in a large, embroidered napkin to make a bread packet. The napkins should be ironed in thirds like a folded business letter. To make a bread packet, lay the napkin flat on the table and tuck the bread in the center. Then bring the sides over so the Cross shows on the top. The napkin will not completely cover the bread, and the open end, showing the bread, should be placed on the altar so the bread is visible to the congregation.

- h. Place the twelve chalices, two wine pitchers, two bread patens, and twelve bread packets on the cart. Place the remaining twelve napkins (for covering the chalices) and the cloths for the small and large tables on the cart. Proceed to the chancel. When you are in the chancel, please work silently with no discussion whatsoever. The choir will be rehearsing while you are working.
 - i. Arrange the Communion elements on the altar: Seven chalices are arranged across the front of the altar and two chalices go on each of the back corners of the altar (the latter are for the choir). The twelfth chalice and bread packet will go to the rear of the Chapel under the Flentrop gallery. Place a bread packet in front of each chalice with the open end showing the bread facing the congregation. Unfold the small napkins and drape each chalice with an open napkin.
 - j. Cover the small table inside the chancel rail on the pulpit side with the medium cloth and place one pair of reserve elements—a pitcher and a bread paten—on it. Cover the pitcher and the bread with the appropriate napkins.
 - k. Proceed to the rear of the Chapel. Cover the medium table with the large cloth and put the second set of reserve elements on the table. Cover the pitcher and the bread with the appropriate napkins. Place the twelfth chalice and bread packet on the table. Return the cart to the Memorial Chapel.
3. **Clean-up.** Procedure for post-Communion clean-up is as follows:
- a. After the service is over, remove the chalices, patens, pitchers, and all linens to the Memorial Chapel. It is useful to bring the cart out and park it beside the Chancel steps where it can receive the Communion pieces. Count the items carefully to be sure you have everything. Wash, polish and dry the silver and put each item back in its place in the cabinet.
 - b. The linens from the Altar Guild basket will be washed and ironed (see instructions in the basket) at home by a member of your team and passed on to the next team. Please be sure to return the linens to the appropriately labeled bag. Any leftover consecrated bread is torn up and spread on the ground in the woods behind the Chapel. Leftover consecrated wine should be combined in one of the pitchers and then poured onto the ground in the woods behind the Chapel.
 - c. When everything is tidy, snap the padlock shut to lock the cabinet door and close the gate to the Memorial Chapel.

4. **Altar Pieces.** The procedure for polishing altar pieces is as follows:
- a. The monthly team is responsible for polishing the silver chalices and patens (usually after Communion when they are washed). The team also polishes the processional torch and Cross as well as the pieces located on the chancel altar. Polish and polishing gloves are stored on the bottom shelf of the metal Altar Guild cabinet in the Memorial Chapel.
 - b. Polishing the silver pieces.
 - i. Ask the Chapel attendant to unlock the cabinet in the small kitchen (near the Chapel offices in the basement) where they are stored. Use the polishing gloves kept in the cupboard to the left of the sink. Never polish the Cross with water and polish; it is treated with a lacquer finish which will be removed by wet polishing.
 - ii. The torches need cleaning at least twice a month with polish and warm water. They may require weekly polishing during times of heavy use such as Holy Week and May commencement week. To polish the torches, first remove the candle and base by gently unscrewing the silver base (leaving the candle in the base), and place the candle and base on the counter. To remove the wax build-up in the torch base, use the hairdryer that is kept in the paper bag in the cupboard. First, remove any loose wax with your fingers. Then set the hairdryer on high and hold it close to the silver surface. As the wax softens, remove it with a paper towel. When the surface is free of wax, use the silver polish (from the shelf in the cupboard), rinse in hot water, and dry with paper towels. Then polish the silver candle base (with the candle left in it), using the hairdryer if needed. When done, gently re-assemble the torch and return it to the cabinet. (As a suggestion, you may find that arriving at the Chapel at 9:45AM on Sunday allows plenty of time to polish the processional pieces before the service. At this time, the cupboard is always unlocked.)
 - c. Polishing the altarpieces in the chancel.
 - i. The most convenient time for this is likely immediately after the service. Alternatively, you can schedule a time by calling the Chapel attendant; although, it may be difficult to find a time when nothing else is happening in the building.
 - ii. Use the polishing gloves (see above) and be sure to protect the altar cloth from the tarnish on the gloves by sliding paper towel under each side of the candle holder.
 - iii. Polish the altar Cross located in front of the tapestry on the chancel wall, also using the polishing gloves.

- iv. Again, using the polishing gloves, polish the processional torch bases used during the service. They are stored under the altar except during services. If you are polishing after the service, you may ask the Chapel attendant to leave them out for cleaning. At other times, ask the attendant to unlock the cabinet for you. After you return the stands to the altar cabinet, ask the attendant to lock the cabinets.
- d. Polishing the baptismal font.
 - i. The Chapel staff usually drains the water from the font. It can be most easily polished with the polishing gloves. For heavy tarnish, the font can be cleaned using the regular wet polish, rubbing in a circular motion and rinsing the sponge frequently in clean water. Dry thoroughly with the soft towel kept with the font supplies on the bottom shelf of the metal Altar Guild cabinet.
- e. Laundering the linens.
 - i. Almy Linens. The twelve large and two medium napkins with the embroidered crosses in the center are gifts from the Friends of the Chapel Memorial Fund. They are fine linen and must be handled with special care. They are used to make the bread packets and to cover the small bread patens, so wine stains should never be a problem. If there are wine stains, use Clorox 2, Clorox Oxy Magic or other non-chlorine bleach and follow instructions for the small napkins below. (Non-chlorine bleach must be used, because chlorine will weaken the linen fibers and ultimately destroy the cloths.) For regular laundering, wash by hand or on gentle cycle in the machine using a mild detergent in warm or cool water, rinse thoroughly, and hang to dry. Iron them with a hot iron while they are still damp, gently stretching them into shape. You may use starch. (If necessary, spray them with water, roll up, and let them sit for 30 minutes before ironing.) Fold the large napkins in thirds (like a business letter), using your fingers to make the fold, so that the cross will be centered and the folds less evident when the cloths cover the bread. Let them air-dry completely before storing them in the labeled zip-lock bag.
 - ii. Cotton Napkins. On Sunday afternoon, soak any wine-stained napkins in cold water for at least 30 minutes (or leave them in cold water until you can wash them). If any stain remains (usually it will), add 1 teaspoon of liquid chlorine bleach per 1 cup of cool water and soak until the stain disappears. If stains persist, repeat the soaking and bleaching process before ironing. You may also use Clorox Oxy Magic spray following the directions on the plastic bottle; in which case the napkins are not soaked, because the spray only works if it is sprayed onto dry cloth. Wash in warm water with detergent, rinse and hang dry until damp (or partially dry in a dryer). Iron while still damp or with steam, using spray starch if needed to remove wrinkles. Let them air dry completely before storing them in the labeled zip-lock bag.

8.2 DOCENTS

1. General.

- a. The docents group reports to the Council through the Chapel Support Program Area.
- b. The docents lead tours of the Chapel and their scheduling is handled by the docent coordinator electronically two months in advance.
- c. The docents are volunteers generally from either the Congregation or Friends of the Chapel who have an interest in the Chapel building and its history. The docent group consists of two subgroups: Sunday docents and weekday docents, although there is some overlap. Personal time commitment varies depending on the number of active docents.

2. Activities.

- a. Docents are trained to offer tours on the art and architecture of the Chapel. The training provided consists of personal reading of written information culled from the archives and from the book *Duke Chapel Illustrated*, review of other written material and a personal tour with the docent coordinator, and observation of an experienced docent conducting a tour group. The docents have occasional in-service educational meetings about specific topics.
- b. The content of the tours focuses on the stone, wood, and windows of the building and is interspersed with stories of the history of the building. There is not one script; docents are free to design the tour to meet the needs of their audience.
- c. The Sunday docents conduct tours directly after the Sunday worship services. The weekday docents are available in the Chapel three mornings per week for walk-in visitors and scheduled groups.
- d. Tours generally last between 20–60 minutes depending on the nature of the audience and their interests. On Sunday mornings, most of the guests are visiting worshipers. During the week, groups may be school children, university groups, or other visitors.

8.3 THE NURSERY

1. Duties. The general duties and functions of the Nursery are as follows:

- a. The Children's Pastor serves as the Director of the Nursery, is primarily responsible for the Nursery and may be assisted by the Nursery Service Group Chairperson .
- b. The Nursery provides care for children from infants through 4-year olds during Sunday morning worship services at the Chapel, Maundy Thursday evening service, and Good Friday evening Service of Tenebrae.

- c. The Nursery reports to the Council through Chapel Support Area Coordinator and/or the Children's Pastor.
2. **Child Safety.**
 - a. All members and employees of the Congregation who, acting for the Congregation, have contact with children are subject to and shall comply with the Duke Chapel Child Safety Policy and the Duke Minors in Duke University Programs Policy. The Director of the Nursery oversees compliance with both of these policies and reports to the Assistant Dean of Duke Chapel regarding the requirements of both of these policies.
 - b. All workers or volunteers must report any injury of a child. An injury occurs when first-aid is required. For example, if a child bumps a knee, falls down, etc., but does not react and has not been hurt in any way, no injury has occurred. Injuries must be reported in writing on an Incident Report Form, found in the notebook in the Nursery storage cabinet. Once a written report is completed, the Director of the Nursery should be notified immediately. The Director will then route the Incident Report Form to the appropriate authorities as dictated by the Chapel's Child Safety Policy.
 3. **Nursery Staff.**
 - a. The Children's Pastor for the Congregation will be the Director of the Nursery. He or she is responsible for managing all nursery related affairs, managing nursery staff, hiring or firing nursery staff, and maintaining the nursery space and items.
 - b. The nursery staff consists of two to four nursery Caregivers each Sunday. Generally, Nursery Caregivers are paid Nursery staff, but can also be Congregation volunteers who have signed a Volunteer Covenant Statement and undergone a successful background check.
 4. **Hiring Nursery Caregivers.**
 - a. New nursery caregivers may be recruited from the following sources:
 - i. Suggestions generated by Congregation Staff of members through announcements in the *Congregation Newsletter* and *ENews*.
 - ii. Inquiry of current Caregivers for recommendations.
 - iii. From undergraduate and graduate student populations through advertisements in *The Chronicle* or posted signs. Wesley Fellowship, or other Religious Life groups may also be resources for inquiry.
 - iv. Local community advertising, including use of online resources such as Sittercity.

- b. Interested candidates must complete the Congregation at Duke University Chapel Employment Application and Background Check Consent Form as required by the Chapel's Child Safety Policy. The Director of the Nursery then meets with the candidate for a brief interview to discuss his or her experience working with children and to review the application. After a successful interview and background check, the Director of the Nursery meets with the newly hired Caregiver to explain the operation of the Nursery. The Caregiver is then eligible to begin work.
5. **Volunteer Workers.** The Director of the Nursery may use volunteers from the Congregation as substitute nursery Caregivers. Volunteers must always work with and under the supervision of paid Nursery staff. Volunteers will be used only when paid nursery Caregivers are not available.
6. **Nursery Caregiver Schedule.** The Director of the Nursery sets the schedule for nursery Caregivers, based on their availability. Schedules should be arranged for the following time periods: Fall (September–November); Winter (December–February); Spring (March–May); and Summer (June–August). If substitutions are necessary once the schedule is set, it is the Caregiver's responsibility to contact other Caregivers to obtain coverage. The Director of the Nursery should be informed by email of any changes that are made.
7. **Nursery Arrival, Setup and Opening.**
 - a. Nursery Caregivers should arrive at 10:30AM to prepare the nursery. The nursery opens at 10:45AM
 - b. Before the Nursery opens, take out the "Sign-In" clipboard. Make sure there is a current sign-in sheet and a working pen. Sign-in sheets are stored in the green filing drawer in the nursery storage cabinet. Nursery Caregivers should contact the Director of the Nursery if the supply of sign-in sheets or pens is low.
 - c. Move stacked chairs to the area in front of the white board. In this cleared area, set up Pack n Play (stored on the bottom shelf of the nursery storage cabinet) and Infant Swing (stored in the Diaper Changing Area). [NOTE: The Infant Swing is only for children weighing 25 lbs. or less].
 - d. Move the small table from near the couches to the area behind the toy cabinet. Move 4 small chairs from the Diaper Changing Area and place them around the table. Set up the other 2 small chairs in the play area. Take out crayons, paper, and coloring books and place them on the small tables. Open the toy cabinet.

- e. As parents arrive with children, one Caregiver should be responsible for making sure parents sign in each child and that each parent has provided a cell phone number where they can be reached during service, in case their child needs them. The other Caregivers should be in the nursery area receiving the arriving children.

8. Nursery Departure and Breakdown.

- a. As parents begin arriving to pick up children, one Caregiver should be responsible for making sure parents sign each child out on the sign-in sheet, and take all items belonging to the child.
- b. Place toys in the toy cabinet and close the cabinet.
- c. Return crayons, coloring books, and paper to the nursery storage cabinet. Wipe down small tables with sanitizing wipe to remove any marker or crayon marks. Return the table to the area in front of the couches. Return all small chairs to the Diaper Changing Area. Fold up Pack N Play and store it in the nursery storage cabinet. Fold up the Infant Swing and store it in the Diaper Changing Area. Return stacked chairs to the area between the toy cabinet and the built-in cabinets.
- d. Nursery Caregivers should contact the Director of the Nursery as soon as possible after their shift to report any soiled linens from the Changing Area, any broken toys, or any other unusual incidents.
- e. Nursery Caregivers will need to complete a Weekly Time Sheet for each shift worked. Forms are stored in the green filing drawer in the nursery storage cabinet. Caregivers should keep the yellow copy of the Time Sheet and leave the white copy on the "Sign-In" Clipboard. [NOTE: The Director of the Nursery will collect the completed Time Sheets each week. At the end of each month, the Director will submit Payables/Reimbursements Forms to the Congregation's accounting service to request checks to be written, or for automatic deposits to be initiated. If payment is in the form of a check, it will be mailed to the Caregiver by the accounting service. In addition, once per year, the Director of the Nursery must request reimbursement from the Assistant Dean of Duke Chapel in an amount equal to one of the Caregiver positions for the year.]

- 9. Supplies and Maintenance.** The Director of the Nursery should regularly check to ensure that the items listed below are stocked and working. Nursery Caregivers may also notify the Director of the Nursery if any items are needed. The Director of the Nursery is responsible for replacing or replenishing the listed items. The Director of the Nursery may contact interested Members to see if one or more may be willing to replace toys or expendable items. Otherwise, the Director of the Nursery must notify the purchasing agent under the Assistant Dean of Duke Chapel to purchase the items. The listed items are:

- a. Diapers (usually size 4 or 5)
- b. Diaper wipes
- c. Diaper Genie/Diaper Genie cartridge (Playtex brand)
- d. Kleenex
- e. Crayons and markers (washable)
- f. Coloring books
- g. Toys
- h. Hand sanitizer
- i. Items in first aid kit (liquid soap, band-aids, gauze pads, gauze rolls, medical tape, small scissors, tweezers, icepacks)
- j. All nursery related forms (sign-in sheets, weekly time sheets, incident report notebook containing incident report forms)

8.4 OFFERING COUNTERS

[The information in this section is available elsewhere.]

8.5 USHERS

1. **Duties.** The Ushers Group:
 - a. Reports to the Council through the Chapel Support Program Area.
 - b. Provides ushers for Sunday morning services. During holidays and the summer, when the Chapel Choir is absent, the Group also provides crucifers, torchbearers and Word carriers. The Group functions best with a strong co-chairperson in addition to the Chair.
 - c. Greets attendees and distributes the day's bulletin. For tourists and first-time visitors, ushers are possibly the first contact with the Chapel and the University. Accordingly, ushers should be attentive to any special needs or requests.
 - d. Responsible for their duties every week of the year with exception of graduation Sunday, generally from 10:30AM to 12:30PM. Ushers are also responsible for their duties during additional services associated with Christmas and Holy Week.

2. Members.

- a. Obtaining ushers for various Chapel services is generally accomplished via email, ideally well in advance of services, but occasionally, of necessity, as late as the evening before. Accordingly, it is necessary for ushers to have access to an email account. Ushers are recruited among students at Duke (and occasionally other universities), Congregation youth, and other Congregation members who express an interest. The corps of ushers operates most efficiently with a pool of about twenty dedicated and experienced “regulars.”
- b. Regular Sunday services require approximately nine ushers. Communion Sundays require ten or eleven ushers.
- c. Ushers’ robes are stored in a closet in the basement of the Chapel and are maintained by the Chapel’s Director of Development and Administration.

8.6 Welcome Ministry

The Welcome Ministry is dedicated to making people feel welcomed to the Chapel, Congregation, and worship on Sunday mornings. We aim to bring a smile to people’s faces as they enter the narthex, to answer questions of visitors and members alike, and to connect people to Chapel and Congregation activities and groups. Additionally, we may connect people to the docents or Chapel Information desk when appropriate. There is no set number of members, but we have one or two representatives at the Welcome Center table each Sunday who are there about 30 minutes before and after the 11AM worship service. Typically each member serves one or two times a month, but this can vary depending on schedules. Most communication is handled electronically with occasional meetings for informal assessment of our efforts and brainstorming fresh ideas.

9 AFFILIATED ORGANIZATIONS

1. The Council from time to time considers and may recommend to the Membership affiliation by the Congregation with other organizations. The Membership considers and may approve such affiliation. The Council appoints any necessary representatives to affiliate organizations. Representatives may not commit the Congregation to financial or personnel resources for any affiliated organization without the Council's prior approval. The Congregation is currently affiliated with the following organizations:

9.1 Durham Congregations in Action (DCIA)

1. DCIA is a cooperative multi-faith network offering care and support for the most vulnerable and forgotten in our community, and planting seeds in new initiatives to change lives in Durham. Its mission is to bring together congregations to promote understanding across boundaries of faith, race and ethnicity and build an inclusive community of justice and peace. The Congregation's representative attends luncheons, reads DCIA postings, and disseminates community information to the Missions and Outreach Committee and/or the Membership. One or two Congregation members serve as representatives from time to time. Representatives to DCIA report to the Mission and Outreach Committee.

9.2 North Carolina Council of Churches

1. Following the example of Jesus Christ, the Council of Churches enables denominations, congregations, and people of faith to individually and collectively impact our state on issues such as economic justice and development, human well-being, equality, compassion, and peace.

10. ANTI-HARASSMENT POLICY AND PROCEDURE

1. The Congregation at Duke Chapel will not tolerate harassment, workplace bullying or cyberbullying, including that based on race, sex, religion, national origin, age, disability, or genetic information, or harassment based on opposition to discrimination or participation in complaint proceedings. Also, we will not tolerate retaliation against anyone who complains of harassment or who participates in an investigation.
2. **Definitions.**
 - a. We use the definitions of *harassment* in Duke's Harassment and Discrimination Policy, "Harassment occurs when unwelcome verbal or physical conduct, because of its severity and/or persistence, interferes significantly with an individual's work or education, or adversely affects an individual's living conditions. Harassment also occurs when a person uses a position of authority to engage in unwelcome sexual advances, requests for sexual favors, or in verbal or physical conduct of a sexual nature."
 - b. In [United States labor law](#), a *hostile work environment* exists when one's behavior within a workplace creates an environment that is difficult or uncomfortable for another person to work in, due to discrimination.
 - c. *Work place bullying* is a persistent verbal and nonverbal aggression at work that causes emotional or physical harm.
 - d. *Cyberbullying* is the use of information and communication technologies to support deliberate, repeated, and hostile behavior by an individual or group, that is intended to harm others
3. Any employee or congregant who has witnessed or who has reliable information that another person may have been subjected to discrimination, harassment, or bullying in violation of this policy has a duty to report such conduct to any member of the Staff Parish Relations Committee (SPRC) or the Pastor of the Congregation who will protect the confidentiality of harassment complaints to the extent possible. A report may be made in person, in a written note, or through email.
4. SPRC will conduct a swift and impartial investigation, interviewing the employee or congregant who complained of harassment, the alleged harasser, and others who could reasonably be expected to have relevant information.
5. Action will be taken to ensure harassment does not recur and to correct the effects of the harassment.

6. Disciplinary measures will be proportional to the seriousness of the offense.
7. **Retaliation.** The Congregation at Duke Chapel prohibits reprisal or retaliation against any person for reporting or intending to report violations of this policy, supporting someone for reporting or intending to report a violation of this policy, or participating in the investigation of reported violations of this policy.
8. **Prevention.** Staff will have training in “Safe Sanctuary” or equivalent. All staff will receive a written copy of this Anti-Harassment Policy and Procedure.

11 PHOTO RELEASE POLICY FOR MINORS

1. All minors (ages 18 and below) engaged in Congregation activities such as Christian education classes, fellowship events or worship events in Duke Chapel, whether they are from Member families or nonmember families or guests must have the following Authorization for Photo Release Form completed and signed by a parent or legal guardian. Prior to publication in any form (photograph or videography) or any location (printed publications, websites, electronic media or social media) of a visual image of a minor, the form for such minor must indicate that permission has been given for publication.
2. If the parent or guardian has indicated “no” on the Form or a Form has not been obtained, the image may not be published.
3. No names or addresses of any minor are ever to be published in a caption to an image in which a minor appears.

Authorization for Photo Release

Congregation at Duke University Chapel

I _____ authorize The Congregation at Duke University Chapel to permit its representatives to take photographs or videotape of me and my dependent(s) while engaged in Congregation activities such as Christian education classes, fellowship events, or worship.

The dependent(s) who are covered by this authorization are:

I give permission for these photographs to be displayed in the following manners:

Please check permissions

- Yes No In the Duke Chapel
- Yes No On printed publications of the Congregation at Duke University Chapel
- Yes No On the Congregation at Duke University Chapel website
- Yes No On the Congregation at Duke University Chapel social media sites, like Facebook

- I understand that no names or addresses will appear in captions related to the photographs.
- I understand that there will be no compensation for these photographs or their use.
- I understand that if any publication of a photograph or video occurs with or without my permission, I may request its removal and that the Congregation staff will promptly, to the best of its ability, comply with my wishes.
- I understand that this authorization for release of photographs may be revoked at any time by submitting written notice to the Congregation staff.

By signing below, I acknowledge my understanding of the above and grant permission for use of the photographs.

please print (name) _____

(date) _____

(signature) _____

12 FACILITIES POLICY

1. General. The Congregation is assigned by the Chapel the use of two rooms in the lower level of the Chapel building as its office (the “Congregation Office”). The Congregation pays no rent to the Chapel or to Duke University for the use of the Congregation Office. All Congregation Staff have keys to the office suite, but do not have keys to the exterior of the building. To gain access to the Congregation office, Staff can use their Duke ID to swipe in the Bryan Center side door of the Chapel.
2. Use of the Congregation Office. The Congregation Office is used as follows:
 - a. All Staff and Members of the Congregation are to adhere to the Chapel building hours. In the summer, the building is generally closed from 8:00PM to 8:00AM and during the academic year, the building is generally closed from 10:00PM to 8:00AM. Individuals are not permitted in the Chapel when it is closed except by prearrangement with Chapel staff.
 - b. Congregation groups and committees may schedule meetings in the Congregation Office by reserving the space with the Staff. Reservations are kept on the Congregation calendar.
 - c. Generally, the office is locked when no one is in the office.
 - d. Each staff person has a desk and a small amount of storage space in the Congregation Office.
 - e. Confidential materials are kept in locked filing cabinets.
 - f. There is no storage space in the Chapel for use by the Congregation. Congregation supplies held in the Congregation Office are kept to a minimum. Some supplies, especially those that are used seasonally, are kept in Members’ homes.

13 POLICY FOR MINORS

1. All Congregation employees and volunteers working with children and youth must adhere to the Policy for Minors in Duke University Programs as it may be amended. It currently includes the following:
 - a. Be added to the appropriate program registered with the Minors in Duke University Programs. Once added, they will receive a link to complete online training regarding the safety of minors. This training must be repeated annually as long as they continue to work with the Congregation's children and youth. In addition, they will receive a link to complete for a background check to be performed by the University, at the University's cost. At this time, the University determines how often a background check is performed.