

Guide
to
New Organization

Glen Ellyn Evangelical Covenant Church



To Grow in Christ and Build His Kingdom

Provided by the
Ad Hoc Organizational Development Committee

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Glen Ellyn Evangelical Covenant Church

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GUIDE TO NEW ORGANIZATION

Glen Ellyn Evangelical Covenant Church

INTRODUCTION:

Purpose:

This material is intended to assist the leaders of our church in implementing the new organizational structure under consideration by the congregation. The vote on the proposed changes to the Constitution and Bylaws of the Glen Ellyn Evangelical Covenant Church will take place at the Annual Meeting in January 2002. Assuming approval, the new leaders will find the following material helpful in proceeding to carry out their responsibilities under a new structure. In addition, this material will provide help for the congregation in understanding the implications of the proposed changes as it prepares to decide on whether or not to adopt them.

General Principles and Rationale:

The change in approach for ministry within the Glen Ellyn Evangelical Covenant Church is basically a move from elected boards and committees where people are given general responsibility for broad functional areas to selection of people to specific ministries. In the former case, often people have agreed to serve on a board or committee and then discovered they either did not have the time required to give to that service or they found the assignment to be a mismatch with their interests and abilities. In addition, for some boards the responsibilities are so broad that those elected to that board have been unable to give attention to many of the assigned responsibilities. Many people in our congregation have indicated they would not serve on a board or committee but would welcome a *specific* responsibility that they could fulfill alone or in partnership with several other people.

The proposed organization has been developed without reference to any other structure. Rather, the ad hoc committee charged with recommending an approach in the area of organizational governance spent hours in prayer and discussion about the nature of the ministry God has given our church and then asked themselves what might be the most effective way of organizing to accomplish that ministry (rather than taking a standard template for a church organization such as a model constitution) and proceeded on that basis.

Guiding the process was the list of the 13 tenants of our “Philosophy of Ministry” that was developed and adopted circa 1991 (see Appendix A). Over the past decade, while some of the ideals outlined in that list have not always been followed or achieved, they have provided a useful guide for our corporate approach to ministry and community.

In addition, the committee made some assumptions about the nature of leadership in the church. For this or any organization approach for a church to work effectively, leaders need to be selected for and carry out their responsibilities with a willingness to function as “servant leaders.” The framework for servant leadership is provided in Appendix B and practical suggestions for applying the principles of servant leadership are contained in Appendix C.

Based on the above, the proposed organizational approach consists of groups (called ministry teams and supporting committees) which are given well-defined purposes, goals, responsibilities and authority. The people in these groups are selected for their sense of call and giftedness. The groups are sized small enough to get things done, yet large enough to make wise decisions, as a function of the task. Furthermore, the overall responsibility for the church is given to elected leaders who, rather than represent functional areas, are responsible individually and together for the entire spectrum of church life and mission. This leadership team is intentionally limited in

number so that they can develop “koinonia”—loving, accountable spiritual fellowship and also as an encouragement to delegate on-going ministry responsibilities and actions to others in the church, thereby freeing themselves to provide overall guidance, encouragement, evaluation, discernment and accountability.

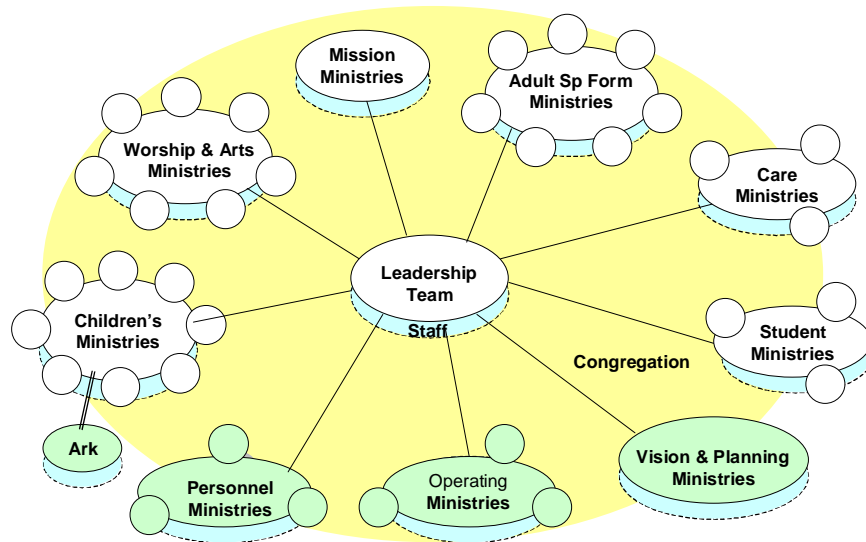
Organization:

The organization chart below illustrates several things. First, it shows that all ministries of our church are grouped into ministry areas. The small circles represent “ministry teams,” each made up of people who sense a particular call to work in a given ministry. While many of these small ministry teams can work somewhat independently, their ministry should not be seen as isolated from the other ministries of a given ministry area, but as complementary or, in many cases, mutually interdependent.

The second important message shown on the chart is the key role of the Leadership Team—the group in the center of the chart. This illustrates the important function of oversight of all ministry by the people elected to the Leadership Team, including coordination and communication.

Third, the chart doesn’t highlight, but indicates the supporting role of our pastoral staff in an active partnership role with members of the Leadership Team. There is a staff member assigned to each ministry area who will work to support the ministry teams.

Organizational Structure



Very simply, the primary governing body elected by the congregation is the Leadership Team. The Leadership Team delegates responsibility for all ministry directly to ministry teams or supporting committees and, together with the congregation, provides the resources and support to those ministry teams to accomplish the work of the church. The Leadership Team is responsible to the congregation for its actions and decisions.

The structure is very flexible and allows for the creation of ministry teams whenever the Leadership Team senses the need in response to their discernment of the work of the Holy Spirit in and through our church. Similarly, when a specific ministry activity is no longer needed, a ministry team can be disbanded—permanently or for a season.

In summary, this approach to restructuring is intended to accomplish the following:

- ÿ Provide for continuous vision and overall, long-range planning
- ÿ Delegate responsibility and authority in an elected group to provide on-going leadership of the congregation and its ministries, retaining congregational form of governance.
- ÿ Utilize staff to provide coordination and leadership guidance in respective ministry areas; explicitly provide for encouragement/shepherding/equipping of ministry team leaders and members.
- ÿ Form ministry teams that are “lean” and focused, allowing for formation (and disbanding) of a ministry team as new needs are identified and people are raised up to work in that ministry.
- ÿ Provide for essential maintenance and support activities with committees that are empowered to act within their respective areas of responsibility to enable the church to accomplish its mission.
- ÿ Provide clear understanding of responsibility and authority.

LEADERSHIP TEAM:

Composition and Size:

The proposed bylaws give some flexibility in the composition of the leadership team. Initially, the plan is to have the team composed of the following twelve (12) people:

Senior Pastor, filled by the person called by the congregation to this leadership position

Church Chair, filled by a person elected by the congregation to this leadership position

Church Vice-Chair, filled by a person elected by the congregation to this leadership position

Nine (9) Elected Members, each elected by the congregation to be a member of the Leadership Team with the designation of having responsibility for one of the following ministry or support areas:

- | | |
|--------------------------------------|---------------------|
| Worship and Arts Ministries | Care Ministries |
| Missions Ministries | Personnel Functions |
| Children’s Ministries | Operating Functions |
| Student Ministries | Vision and Planning |
| Adult Spiritual Formation Ministries | |

Officers:

- Church Chair: This is obviously a key position. The person selected to provide broad leadership to the church has extensive responsibilities and is likely to undertake those responsibilities with a variety of emphases and approaches, as suited to his or her personality and individual strengths. The Church Chair leads the meetings of the Leadership Team as well as the meetings of the congregation.

A key aspect of this leadership role will be the ability to function in a close teaming relationship with the Senior Pastor. This relationship is one of mutual submission; while the congregation is represented by the Church Chair, the interaction needs to be based on mutual respect for one another, mutual submission to the leading of God’s Spirit in all aspects of the life of the church, and characterized by open and honest communication. Of course, the Pastor would not share information of a confidential nature from interaction with parishioners.

The entire organizational structure is designed to allow the Church Chair to delegate both responsibility and authority for most every aspect of ministry and church operation. There is, however, the recognized “weight” of responsibility that could involve the Church Chair in a number of details. While that involvement will be necessary and prudent from time to time, the primary task is overall vision and direction, attention to the spiritual vibrancy of the congregation, and keeping the rest of the leadership team focused on what God wants for us to be about, not on some other agenda(s). Together with the Senior Pastor, the Church Chair keeps the few significant goals in front of the congregation and challenges all to both trust God and obey His call and claim on our lives—both individually and corporately.

- **Vice-Chair**: The Church Vice-Chair is to be available to step in and function in the place of the Church Chair, should that become necessary for just a meeting or an extended period of time. Therefore, the Church Vice-Chair should be taken into the confidence of the Church Chair, meet regularly with the Church Chair and Senior Pastor, and stay fairly current on the major issues and thrusts of the congregation.

In addition, the Vice-Chair will also participate as a member of the following two groups:

- (1) The Vision and Planning Committee. See the section below on the Vision and Planning Committee for additional information on this important ministry.
 - (2) The Vice-Chair is the officer staying aware of pastoral staff concerns and related personnel policy issues. In this regard, the Vice Chair serves as a member of the Pastoral Relations Committee. See section below on this group.
- **Secretary**: The bylaws provide that from among the elected people on the Leadership Team one will be selected to have the additional responsibility of serving as a corporate officer known as Secretary. However, as envisioned, the staff will serve as Recorder for meetings, preparing minutes and keeping records (see discussion, below, regarding Advisory Members). Furthermore, the staff will assist in preparing correspondence as necessary. The Secretary would act in such capacity in certifying certain legal records. Unless someone else has special qualifications, it may be convenient to have the person on the Leadership Team elected to concentrate on Operating Functions to serve as Secretary.
 - **Treasurer**: The proposed bylaws provide that the congregation elects the Treasurer. The Treasurer, while an officer of the church, is not a member of the Leadership Team. This was done to free the Treasurer to concentrate his or her attention on serving the entire ministry of the church in the area of financial management. There are many ministry areas requiring this assistance and the specialized nature of this work is seen as enabling ministry. The Treasurer is listed as an advisory member of the Leadership Team and will be called on from time to time to provide updates on financial matters.

The Treasurer is selected as a person with high trust, having access to much sensitive information. This is a further reason for election rather than appointment of this officer. (For further information on the functions of the Treasurer, see the section on the Financial Management Committee.)

Advisory Members:

As indicated above, the Treasurer is an advisor to the Leadership Team. Staff members may be called to be advisors as well, as may others. For example, a lawyer might be asked to provide advice to the Leadership Team. At this time, it is envisioned that the following staff members would be asked to participate in the meetings of the Leadership Team on a regular basis:

- Director of Children’s Ministries (who is the supervisor for both youth directors and the preschool director)
- Director of Ministry Support (who would support the Secretary by keeping minutes and records)

Roles and Responsibilities:

This is a very important section of this handbook. It is pivotal to the effectiveness of this entire approach to church governance for the people elected to serve on the Leadership Team to grasp and faithfully carry out the intent envisioned for this critical group.

Total Ministry. The leaders of the church are the people on the Leadership Team. They are to lead collectively, with dependence on and humility before God (see the discussion of servant leadership in Appendix B). To do so, they need to be men and women of prayer, they need to be listening through God’s Word on a regular basis, they need to be involved in the total scope of the ministry of our church—regularly participating in worship, engaging in spiritual growth opportunities, serving with others in a service project or an occasional short term mission trip, offering to give child care, etc. For each person it will be a bit different, but the leaders will be involved in the total ministry of the church—giving, observing, helping, evaluating, supporting, and enabling. This is a tall order, but without this fundamental engagement, making decisions about the direction of the church in a monthly meeting won’t be effective. Of course there will need to be a balance with all the other responsibilities God has placed in the lives of our leaders—family, work, rest, education, and life in the community—but a commitment to experience first-hand what is going on with the church is essential.

So, first and foremost, the members of the Leadership Team are not to see themselves as a functional representative (of worship arts or children’s ministry, etc.) but as the core group charged with discerning God’s leading and then giving emphasis to that call or mission throughout the entire spectrum of ministry of the church. They are to be a “Board of Elders” and “Board of Trustees” all combined in a single policy-setting, discerning, and enabling leadership body.

Functional Leadership. The individual members of the Leadership Team have additional, critical functions for which they are expected to hold one another accountable—for faithfully pursuing agreements and goals. These relate to the various ministry and support areas for which they have been given responsibility. Fortunately, each member of the Leadership Team will not be expected to shoulder this responsibility alone. Each will be teamed with at least one member of the pastoral or support staff to work together to accomplish these important tasks. The following are the current assignments for this leader/staff teaming:

Worship and Arts Ministries	Director of Worship and Arts Ministries & Senior Pastor
Missions Ministries	Senior Pastor & Director of Ministry Support
Children’s Ministries	Director of Children’s Ministries
Student Ministries	Director of High School Ministries & Director of Middle School Ministries
Adult Spiritual Formation Ministries	Associate Pastor
Care Ministries	Associate Pastor
Personnel Ministries	Associate Pastor & Director of Ministry Support
Operating Ministries	Director of Ministry Support
Vision and Planning	Senior Pastor & Director of Ministry Support

What are these “functional,” subordinate tasks and how might one proceed to get them accomplished?

Support. In general, the individual members of the Leadership Team designated for a particular ministry or support area, in conjunction with their staff counterpart, are to work with, support and enable team leaders in their ministry—encouraging, assisting, praying for and with them, guiding and evaluating them. This will include reviewing potential members of each individual ministry team with the ministry team leader, setting goals and milestones for various aspects of the ministry team’s work, and helping the ministry team leader understand how his or her ministry team fits into the overall objectives and thrusts of that particular

ministry area as well as within the mission and goals of the church. However, the Leadership Team member is NOT to do the ministry, but support those doing the ministry.

Vision and Direction. Inherent in this approach is that our ministry is shaped from two different aspects—both under the guidance of God’s Spirit. The first is the vision and passion for a specific ministry held by the ministry team. From that will spring creative ideas to seize opportunities and bring rich diversity to a ministry activity or program. The second is the direction given to a ministry team by the Leadership Team to ensure that ministry activities and programs help achieve an overall, integrated thrust for which we, collectively, sense God’s call. Therefore, the Leadership Team member responsible for a ministry area will be helping “cast vision,” develop goals for ministry teams, and expect progress toward those goals. One piece of this will come during the budgeting process. The Leadership Team will help shape direction of our overall ministry by choices made as annual operating budgets are developed. The members of the Leadership Team will, with the support of the Financial Management Committee, be the “budget committee” of the church. (For further discussion of budgeting, see the section on the Financial Management Committee.)

All this sounds like a lot of responsibility; however, it really is not that much different from the responsibility given to those who, in the past, have been chosen as Chairs of Boards and Committees. Currently, for example, the Diaconate has a number of Task Forces handling incorporation, congregational care, worship, membership, newsletters, and hospitality. The Chair of the Diaconate has had the responsibility of working with the pastoral staff in overseeing this activity, contacting the leaders of these respective groups, encouraging them, holding them accountable for progress toward agreed-to goals, and helping them when the need for help is indicated. The Chair also has been involved in helping select people for these various task forces as well as being the focal point for gathering and sorting out budget estimates and priorities. So, while the task is significant and requires frequent contact with ministry team leaders and broad knowledge of what is happening in a particular ministry area, it would seem that it is manageable. Again, this work is to be done as a team with the designated staff member.

Appointments. One role of the Leadership Team is to appoint people to serve on ministry teams. The person on the Leadership Team elected to give leadership in a particular ministry area will work with ministry team leaders and with the Personnel Committee to establish the ministry teams within an area. As outlined in more detail under the section on Ministry Teams, while it is the responsibility of the ministry team leader to help recruit his or her team, there should be input from the Personnel Committee regarding people who may have expressed a desire to use their gifts and time in a particular ministry.

Throughout the year the Leadership Team member responsible for a ministry area will work with ministry team leaders to ensure that people are contributing in a positive manner. When changes are needed, it will be the responsibility of the Leadership Team member to work with those involved, including the Personnel Committee, to facilitate those changes. Periodically, acting together, all Leadership Team members with responsibility for ministry areas can address the leadership development aspects of our overall life together. More about the process for appointment of people to serve is addressed in the sections on Ministry Teams and Support Committees.

Meetings:

There is no stipulation in the proposed bylaws for the frequency of meetings. Groups are expected to meet only when necessary to accomplish their work. However, it is envisioned that, at least initially, the Leadership Team would schedule meetings on a monthly basis until experience is gained that might suggest a different interval. The agenda for such meetings should be established by the Church Chair and Senior Pastor and distributed to all members of the Leadership Team at least one week before the team meeting. Whenever possible, issue papers should be attached that allow for each member of the team to come prepared to act on a proposal or be well informed about an issue that is to be discussed at the meeting. All

meetings of the Leadership Team are open to members of the congregation. “Executive sessions” should be reserved for discussion of confidential information.

Ideally, each Leadership Team member should be in contact with each ministry team leader in his or her ministry area at least once each week. There may be times when it will be well to gather all ministry team leaders in a ministry area together to develop common understanding of objectives and challenges, particularly where ministry teams are highly interdependent upon one another. For example, it may be beneficial for those ministry team leaders in the worship and arts ministries area to meet together from time to time during the calendar year to explore how, together, they can enhance participatory worship. Similarly, it may be useful for all ministry team leaders in the children’s ministries area to engage one another in dialogue about opportunities and common problems so that each can be aware of how another piece of our ministry to a specific age group or category of child can be complementary. However, there may be ministry areas where this occasional gathering of ministry team leaders won’t be necessary or helpful. The Leadership Team member, together with the assigned staff member, should review this on at least a quarterly basis and arrange such sessions as they deem best. It could be that “annual planning retreats” for a given ministry area might include not only the ministry team leaders and the Leadership Team and Staff member responsible for that area but all the members of each ministry team in that ministry area. There are no requirements for such meetings, but the planning and leadership of such sessions would be the responsibility of the Leadership Team member and his or her pastoral staff member.

Generally it is advisable for the Church Chair and the Senior Pastor to meet on a regular basis for prayer and mutual exchange about what is happening in the life of the congregation. These meetings might be weekly; they probably should take place at least once every other week, perhaps sometimes by telephone call. Without a regular exchange, the relationship will likely take too long to develop and unity in leadership may be less than optimum.

MINISTRY TEAMS:

If the role of the Leadership Team is the “head” of the ministry concept developed in this new structure, ministry teams are the “hands and feet” of it. This is where ministry takes place—as people team together to offer to God their unique gifts, talents, love for others, insights, and passions in a united and sustained manner to make a difference in the Kingdom.

Ministry Areas:

As a beginning point, the bylaws take all the activities of the congregation and categorize them by assigning each to one of six ministry areas and four support areas or functions. We deal with the six ministry areas in this section; the support functions are addressed later.

There is no rigid boundary between ministry areas. Some ministries might be considered part of more than one ministry area. However, the Leadership Team assigns a ministry to an area for the purposes of guidance, assistance and accountability. Over time, such an assignment might change. For example, the Children’s Choir ministry is shown as part of the Worship and Arts Ministry area. Clearly this ministry needs to be integrated with overall goals and approaches for the Children’s Ministry area, and coordination is expected to take place as appropriate. At some later point in time, experience with the support of this ministry could suggest a change in the primary emphasis and a reassignment made by the Leadership Team upon the recommendations of the staff and leaders involved.

In addition, there are no limits to the number of individual ministries that are part of a ministry area. This, again, is at the discretion of the Leadership Team as they seek to facilitate and encourage ministry. And, similarly, there is flexibility in starting new ministries and closing down those that are no longer effective or meeting needs.

With time, it could be that a different “division of workload” might be more suitable to the overall work of the church, in which case the number and definition of ministry areas could change. Likewise, it may be prudent with experience to have more than one member of the Leadership Team designated to work in a particular ministry area. The bylaws provide that flexibility.

To begin with, however, the proposed bylaws define the six ministry areas as follows. The specific ministry teams listed with each area are not necessarily complete, but give an indication of the scope of activity within each ministry area.

- Worship and Arts Ministries - The ministries involved with planning, developing and conducting regular and special worship services and music and arts programs that allow for artistic expression for enrichment and outreach. At this time, these ministries include:

Communion	Worship Band
Lay Readers	Flowers and Decorations Arrangers
Choir	Drama Team
Children’s Choir	Dance Troop
Ushers	Multi-Media Ministry

- Missions Ministries - The ministries that provide opportunity for involvement in and support of various works of outreach and compassion, both local and global, that take place outside the on-going ministries of this church. These ministries include the following:

Global Missionary Support	Short Term Mission Trips
Covenant Ministries	PADS Ministry
Local Benevolence Support	Urban Ministries

Needs and circumstances will determine just what ministry team composition is appropriate each year.

- Children’s Ministries - The ministries that provide outreach and growth for children from birth through grade 5: At this time, these ministries include:

Sunday School	Nursery/Toddler care during worship
Children’s Worship	Adventure Bible Club
Boys’ Night Out	Crossroads
Vacation Bible School	Camping
Sports Day Camps	Special Programs
Puppet Ministry	Ark Preschool *
Jonathan’s Kids	KIDZONE (Children’s Library)

- Student Ministries - The ministries that provide outreach and discipleship to and with middle school, high school and college students. At this time, these ministries include:

Confirmation	Sunday School
Posse	Hi-League
Camping and Retreats	Short Term Mission Trips

- Care Ministries - The ministries that provide care for those experiencing difficulties, such as illness, loss of loved ones, other crises or special needs. These ministries include:

Hospitality	Care Teams & Visitation
Prayer	Funeral support

* In addition to being part of the Children’s Ministries area, the Ark Preschool ministry is supported by the Ark Preschool Committee. See page 14.

- Adult Spiritual Formation Ministries - The ministries that provide opportunity for education, discipleship, community and fellowship. At this time, these ministries include:

Adult Sunday School	Women's Ministry
Men's Ministry	Incorporation/Assimilation
Discipleship Groups	Newsletter Ministry
Ambassador's	Library

Ministry Team Leaders:

A key person on a ministry team is the ministry team leader. This person is selected for not only his or her interest in and commitment to a particular ministry, but for his or her leadership gifts. This is the person, humanly speaking, that makes it happen. Of course God really makes what counts happen, but He works through people He gifts and calls for specific purposes. We want to identify such a person to lead each ministry team—someone with a vision and passion for that ministry and the God-given abilities to lead that ministry. Generally, the ministry team leader will be someone who has experience in a particular ministry and has demonstrated effectiveness in both carrying out his or her responsibilities as well as having leadership capability. The Ministry Team leader will be identified by the Leadership Team member and staff assigned to a ministry area, in coordination with the Personnel Committee, as detailed further under Process and Relationships, below.

The ministry team leader will be the primary agent for developing the team needed for a particular ministry. This includes recruiting and training people for this work, being careful to include people with the range of skills and commitments needed on a particular team. For example, many teams will need not only people with ministry-specific capabilities, but also people with more general gifts, such as administration and helps. The ministry team leader will also recommend the size of the team needed to do the ministry, being careful to include those needed, but only those needed. Each team will be uniquely tailored to the nature of the ministry and the specific tasks that are to be accomplished.

Meetings:

Ministry teams meet only when it is necessary. Perhaps a ministry team will come together to do ministry without spending any separate time talking about it. For example, the worship band doesn't need a separate meeting to discuss how it's to be a band, but can accomplish that "agenda" when it comes together for a rehearsal. The PADS team can be scheduled with individual phone contact and members shown what to do "on the job" rather than attend an organizational meeting. Conversely, it might be very helpful for the team whose ministry is missionary support to meet to plan a missions conference that is intended to enlarge the prayer life of the congregation related to our missionaries. The false idea that "ministry" consists of being elected to a group and attending meetings is not perpetuated under this concept; rather, ministry is actually doing the work God has given us—"rolling up our sleeves" and giving our time as needed. And if meetings are needed, everyone understands its purpose and the necessity of being prepared and present.

Processes and Relationships:

The person on the Leadership Team responsible for the ministry area in which a ministry team is to function takes the initiative in identifying and selecting a leader for a given ministry—in consultation with the Personnel Committee and staff. Currently there are many ministry efforts in which people are providing leadership. It is assumed that many of these people will be willing to continue for an additional one-year commitment. For example, we currently have head ushers for each worship service. During this time of transition, it would make sense to invite each of them to continue to provide team leadership. However, in this same example, if one of them were not reliable, this would be a time to seek an alternative person to head up an usher team—perhaps someone on that team that had shown initiative and was always

on time. The Leadership Team member would work in his or her ministry area to identify a lay leader for each distinct ministry and then work with that ministry team leader to identify and select those that would make up the ministry team for the next year (again, in coordination with the Personnel Committee and staff).

Rather than elect people to a board or committee with broad, standing purposes, and then trying to fit those people into various positions of responsibility and, together, developing an agenda, this approach starts with an agenda—a specific purpose—and finds a leader to accomplish that purpose, around whom others can rally and join as vision and goals are shared.

Of course, there may be challenges in recruiting enough of the right kind of people for some ministry teams. The Personnel Committee will continually attempt to identify people who might be deployed in various kinds of ministry, based on information obtained from records of past involvement, indications during newcomer classes, results of spiritual gifts instruction, and periodic surveys of interest in serving. In addition, the Personnel Committee is looking for ways to develop future leaders and seeking areas of ministry for those who are desiring to confirm a sense of God’s leading. Before making any final decision of ministry team composition, the ministry team leader should contact the Personnel Committee for two-way consultation—seeking advice as well as giving feedback.

Throughout the year (ideally on a weekly basis) the Leadership Team member will be in contact with each ministry team leader, helping resolve any issues, providing guidance on how the ministry team can help support larger church goals and ministry thrusts, evaluating the use of people, facilities and financial resources, planning for the future (including budgeting for needed funds), and encouraging and supporting the work of the leader and ministry team. The ministry team leader is expected to work in harmony and under the authority of the Leadership Team.

The ministry team leader is encouraged to share any issue with either the designated Leadership Team member or the assigned staff member—both are to be working together to help make the work of the ministry team fruitful and joyful.

There may be some situations where the assigned staff member will function as the ministry team leader. For example, this is most easily seen in the worship and arts ministry area. While there may be lay people given specific responsibilities, it is probably the staff member who will be the “choir director” and as such is really the “ministry team leader” (at least with the current position description for the Director of Worship and Arts Ministries). Likewise, in our youth ministry, the Director of High School Ministries is probably the team leader for those adults who are working with our senior high students. Yet some development of adult volunteer staff as well as student leaders may call for application of this concept in some fashion. Again, flexibility and pragmatism are available under this concept. The only requirement is that the Leadership Team member and the assigned staff member are in agreement and concur with the approach taken.

Terms of Appointment:

All members of a specific ministry team are appointed for a one-year “term,” after which opportunity to continue will be extended to those whose service was effective. The Ministry Team leader, likewise, is committed to a one-year term.

Each Ministry Team leader will work with the Leadership Team member assigned to the ministry area in evaluating and recommending people to be on a particular ministry team. The Leadership Team member for a given ministry area will develop or update the “roster” in coordination with the ministry team leaders in that area at appropriate times. Often times, God’s call to people to serve in a specific ministry area won’t be for just one year, and as a result, there may not be much turnover on a specific ministry team. In fact, the normal pattern is likely to be a slowly changing team, with some people dropping away because it

really wasn't a good fit or because of other circumstances that cause them to (perhaps temporarily) suspend involvement. Others may be attracted to the ministry by personal invitation of those involved to join them and also through the prayerful exploration by individuals seeking their "ministry niche." Changing the composition of the team should, again, be coordinated with the Personnel Committee as well as with the designated Leadership Team member and assigned staff person.

Ministry team leaders are encouraged to call on help from the appropriate staff in developing approaches for equipping team members for ministry. This might be uniquely created training courses or other helps that can be provided. It might be some one-on-one time that will help grow the volunteer. It might be counseling to overcome a problem. The ministry team leader is not to carry the entire responsibility for a particular ministry but should see himself or herself as the channel for gaining the assistance of the church staff in enabling more effective ministry and developing disciples in the process.

SUPPORTING COMMITTEES:

A distinction is made between "ministry teams" and "supporting committees." While it is understood that lives are impacted by the work of ministry teams, it is also understood that supporting work is vital to having such life-changing ministry take place on a sustained basis. The following work is equally "valid" and to which God calls people to give of themselves with commitment and passion.

Vision and Planning Committee:

There is nothing difficult to understand about what is envisioned for this group. The words in the proposed bylaws lay it out very clearly:

"The Vision and Planning Committee shall evaluate ministry effectiveness, develop and recommend areas for exploration or change, and anticipate and address future needs. This committee shall seek to discern God's overall leading for our church. The committee is to study and maintain awareness of change in our culture to ensure that our ministries stay relevant. Also, this committee shall serve as the focal point to maintaining awareness of and integrating denominational initiatives into the life of this church."

Furthermore, the structure is specified in the proposed bylaws: the chair of this committee is the elected Leadership Team member designated for this responsibility, the other members being elected committee members as well as the Vice-Chair and designated staff members.

While the concept and membership for this committee are clear, this is a major responsibility that, if done well, is also a demanding responsibility. It calls for people willing to spend the necessary time in prayer and reflection. It requires people to study and evaluate. It asks for people to be long-range in their focus, broad in their perspective, and practical in their recommendations.

Although it will be up to this committee to determine, perhaps one approach might be to simply select a ministry area of the church, become familiar with what is happening and why, and then begin to consider how it might look 5 - 8 years in the future, seeking understanding of trends and needs. For example, the group might read one or two books on the future face of missions, study our pattern of missions involvement and support, wrestle with the implications of financial patterns, understand initiatives within our denomination in this regard, and pose questions of those serving on ministry teams in our missions area. The time horizon for studying this area and reaching conclusions and recommendations might be one year. The following year could be focused on another ministry area.

Conversely the group might wish to divide up the work of the church among its members and stay abreast of what is happening on all fronts more or less simultaneously. This would be particularly valuable in terms of evaluating, in an integrated fashion, such things as overall facility needs, overall staffing levels, or

general stewardship trends. This may, however, dilute the type of impact the committee could bring to helping the Leadership Team become decisive about new ministry directions and initiatives if the work lacked depth.

These two approaches are not mutually exclusive. Regardless of approach, this small group of people would want to commit together to stay aware of what is happening throughout our church, our Central Conference, our denomination, our community and our world. It should be the place where there are lots of “what if” questions asked, combined with a on-going openness to God’s teaching and leading through the instruction of His Word. Having these expectations in mind is essential as the Personnel Committee does its work in recommending candidates for this Committee.

It is expected that the Vision and Planning Committee will augment itself with people having particular expertise or experience relevant to a particular ministry area or topic. The Committee may add such advisors to its ranks at any time, and should do so in coordination with the Personnel Committee.

Personnel Ministry Area:

- Pastoral Relations Committee: The primary purpose of this group remains unchanged from what our church has had for many years—namely to encourage good communications between the congregation and its pastoral staff. However, the work is enlarged somewhat to include responsibility for all staff. Its membership consists of three (3) elected members at large from the congregation, plus the Senior Pastor, and the Church Vice-Chair. The Committee will select from among the three elected members its leader. The Committee meets as necessary to deal with issues or questions that arise from either the congregation or any staff member. As stipulated in the bylaws, the Pastoral Relations Committee will meet at least twice a year, even if there are no specific issues, to further develop relationships and make overall assessments that can serve as a framework for addressing concerns which may arise. The work will be diligent and confidential.

Staff-Congregation Relationships. The group needs to determine for itself how best to establish a climate of trust and support with the staff. To meet only to address an issue means the relationships vital to the church being the community of commitment and love that Christ intends will be awkward at best. Therefore, the group should provide encouragement to and cultivate friendships with our staff—being aware of and understanding their personal and family situations and needs as well as their sense of God’s call in their lives. Perhaps that is done with some division of responsibility. It might also be well to consider the gender of the staff and the committee during the nomination and selection process. In addition, the Pastoral Relations Committee is responsible for assisting the officers in recognizing and expressing appreciation for staff contributions.

Personnel Policy. A new area of responsibility beyond that carried by the Pastoral Relations Committee in the past is the responsibility for recommending personnel policies and benefit programs for the church staff. Previously this was an area of responsibility for the Board of Trustees. The new proposed organizational approach assigns this work to the group that deals most closely with staffing issues. Recommendations for changes of personnel policies and benefits should be coordinated with the Financial Management Committee prior to submission to the Leadership Team for its review and approval. Recently the Church Board appointed an ad hoc committee to review and completely revamp our personnel policies, which resulted in a new Staff Handbook, dated June 2000. In 2001 a study is being made of benefits and benefit policy. Therefore, it is anticipated that this area will not require major effort as we begin to implement the new organizational structure, however, some of the people selected to serve on the Pastoral Relations Committee should be those that can give this important matter appropriate review and attention in the future as issues arise.

- Personnel Committee: This committee is similar to the experience we have had with the Nominating and Personnel Committee (NOPCO) in our church. The committee is composed of seven elected

members, with the Leadership Team selecting the chair from among those elected. Additional participants in this ministry may be appointed by the Leadership Team as needed.

Nominations and Placement. This Committee prepares ballots for election of officers, leaders, committee members and delegates and they assist in getting people engaged in ministry and service. That is similar to NOPCO functions in the past. However, there are some significant differences as well. For one, the total number of elected positions throughout the church is greatly reduced under the proposed bylaws. This should free up some time and energy to give to other responsibilities. Another function that has been part of NOPCO takes on added significance—that of helping leaders select volunteers for various ministry teams. In the past there have been attempts to catalogue interest and service so that a database could be helpful in identifying potential candidates for various positions. Now that becomes even more critical in that we no longer will have standing boards to handle the work, but will be dependent on recruiting people with the right gifts and callings for specific ministry tasks. Therefore, this needs to be a highly responsive service by the Personnel Committee to ministry team leaders throughout the congregation. Organizing for this and equipping the Church Office staff to support this work will be a key early task for this committee. Work underway in this regard should be continued and emphasized from the start.

Leadership Development. Another major responsibility—a new one for this group—is for assisting the staff with leadership development and training. This is very crucial for the long-range health of our church. In the past we have depended on the development of leaders, in part, by “osmosis”—people learning what a leader was and did by serving on a committee for a couple of years. In addition, there was some help given by staff in working with newly elected board and committee chairs to help them become familiar with responsibilities and assist them with planning. However, training and development in leading meetings, delegating responsibilities and authority, planning, holding people accountable for commitments, supporting and recognizing volunteers, communicating vision, etc. has not been systematic.

The proposed bylaws continue to recognize the pastoral staff as having the primary role of equipping the saints for ministry (and not being the doers of that ministry themselves). However, the bylaws explicitly provide for having the Personnel Committee support this endeavor. Therefore, it is expected that one of the tasks of the Personnel Committee will be to develop a system for intentional development of leaders. This handbook is not the place to outline how that might be best accomplished, but it is important to populate the Committee with people who would find such work to be consistent with their gifts and interests. That is the first, obvious, step. A second step might be for the Personnel Committee to work with the staff and Leadership Team members in outlining the potential succession needs for each ministry team and committee—perhaps annually update this—and do some analysis to indicate what kind of training—both formal and informal—might be helpful and, then, begin to develop such training. Resources such as the Central Conference consultant program could be used to augment the capabilities of our current staff. While the staff responsibility should not be abrogated by the Personnel Committee, the Committee can provide a much needed service by integrating and facilitating such development efforts, particularly when similar development efforts would bear fruit across ministry areas.

- Membership Committee: This function of overseeing the membership process, conducting applicant interviews, and establishing and assisting in newcomer (membership or inquirer) classes has previously been a responsibility of the Diaconate. The proposed bylaws assign this very important responsibility to people elected and called specifically for this purpose—the Membership Committee. The first person designated to serve on this committee, its Chair, is the person elected to the Leadership Team with responsibility for personnel ministries. The rationale for this is to ensure that we retain the importance of the membership commitments to our church in the eyes of all and to have a close link

between the Leadership Team and the entire process outlined in the bylaws for discipline, transfer and withdrawal of members (see Article I of the bylaws). The other three elected members on the committee are to be selected for their characteristics of listening, discernment, and ability to speak the truth in love. In addition, one of the pastors will work as an integral part of the committee. At the present, the Associate Pastor is the one so designated. Church Office staff support is also provided for help in maintaining records and processing applications.

The Membership Committee is charged not only with the front-end process of a believer coming to membership, but also the process of seeking ways to help members fulfill their membership commitments. This would involve developing an awareness of participation and involvement, and could include mutual work with the Personnel Committee. Implied in the language of the bylaws is the responsibility for calling attention to our Leadership Team situations where people are not keeping those commitments, have dropped away, or moved away without seeking to join another Church, etc. The Chair of this Committee would provide guidance on the extent to which this Committee would interact with erring members, based on delegation of that responsibility from the Leadership Team. Any questions along this line should be raised to the Leadership Team.

The Membership Committee can assist in the assimilation and incorporation process by introducing new members by welcoming articles in the church newsletter and passing along pertinent information about service interest to the Personnel Committee.

Ark Preschool Committee:

There is not much change envisioned for this group that supports a unique and special ministry of the church—the offering and operation of a tuition-based, state-licensed Christian preschool. This committee is primarily to support the paid staff of the Ark Preschool, helping with policy and financial matters, establishing staffing guidelines, and ensuring legal requirements are addressed.

While this is a special committee, it is viewed as supporting a unique “ministry team” in the Children’s Ministries area. That ministry team is really the Ark Preschool staff—the Director and part-time teachers that work in the Ark Preschool. As is the case with any ministry team under this structure, there is considerable responsibility and authority given to the ministry team. In this case, the Director, as team leader, has the responsibility and authority to retain and discharge teachers, authorize expenditures, establish the programs of the preschool, assign students, etc. The Director is expected to have new policy proposals, expanded staff proposals, and budgets and new tuition charges reviewed and approved by the Ark Preschool Committee.

In matters of preschool budgeting and staffing, it is envisioned that the Leadership Team member designated to work in the area of Children’s Ministries, together with the Director of Children’s Ministries (who is the staff supervisor of the Ark Preschool Director), would work closely with the Ark Preschool Director and Committee chair in discharging this responsibility.

- (1) Because the Ark Preschool operates on a school year (July - June) rather than the calendar year, and because the Ark Preschool is operated on a separate fund from the rest of the churches’ operating funds, it should be a relatively simple matter for budget and/or tuition recommendations to be coordinated with the Financial Management Committee on a routine basis prior to the start of any new school year. The Director of the Ark Preschool should submit such recommendations following approval by the Ark Preschool Committee to the Treasurer at least 60 days prior to the start of the new school year.
- (2) With regard to staffing matters, any proposed change in the staff configuration—adding paid teachers or aides, offering benefits to part-time personnel or some other structural change—should be first reviewed with the Ark Preschool Committee and then with the Personnel Committee. Again, this would

be in concert with the Leadership Team member selected to oversee the Children's Ministries area and the Director of Children's Ministries. Criteria for selection of new staff members should be developed and approved before the hiring process begins. The decision for selection of staff is the responsibility of the Ark Preschool Director. In cases where a new director may be sought, the Ark Preschool Committee would take a more active part in determining the qualifications and updating the position description and the Director of Children's Ministries would make the decision for selection, again with the understanding that the Leadership Team has reviewed the selection criteria and given its approval for proceeding. In all such hiring matters, time is of the essence and consultation with Chairs of groups and Directors is normal and expected to ensure effective actions are taken when needed. Similarly, dismissal of Ark Preschool staff is the responsibility of the supervisor, following procedures outlined in the Staff Handbook.

Operating Ministries Area:

The balance of the groups that support the ministries of the church are referred to in the proposed bylaws as operating ministries. These represent much of the work that had previously been within the responsibility of the Board of Trustees.

- Financial Management Committee: The primary work of this group is rather straightforward—they handle all the funds of the church. They need to be careful to separate the receipts or giving side of the financial operation from the expenses or paying side. But other than that, this group makes sure wise decisions are made with respect to financial assets.

The Chair of this committee is the elected Treasurer of the church. The Leadership Team appoints the rest of the committee members. The number of appointed members is to be not less than six (6). The Treasurer is an advisor to the Leadership Team, providing financial reports and guidance as necessary and desired. The treasurer, as at present, is the Budget Officer of the church, working with each ministry and support area to reflect needs in this annual planning tool, putting out a call for budget inputs, balancing competing objectives in light of any resource constraints, and proposing realistic, yet faith-filled budgets. Together with the Church Chair and the Senior Pastor, the Treasurer ensures equitable compensation among all categories of paid staff as part of an annual pay review.

The Financial Management Committee has other important responsibilities beyond handling the cash flow for the operation of the church. One of those is to manage the insurance program of the church, researching and deciding on the appropriate insurance coverage for all aspects of our ministry and property, insuring against injury compensation, damage, loss, and liability.

Another important responsibility is to maintain a financial stewardship emphasis for the congregation, working in conjunction with discipleship instruction in the student and adult ministries area teams. Since we have not had a group handling this kind of emphasis in our congregation in the recent past, the group will need to explore options for approaching this and develop, together with the pastoral staff, an approach tailored to our needs and our identity.

The careful practices of the past in maintaining giving confidentiality should be retained. Very limited access to individual giving records will be maintained solely for the purpose of providing receipts to donors. Analysis of giving patterns, helpful in understanding stewardship practices and making projections about future giving, should be "sanitized" so that inferences about individual giving unit actions cannot be deduced. The Treasurer is charged with this responsibility, along with all the others.

In this regard, it is noted that for many years one person from the congregation has served for a long period as the volunteer "Financial Recording Secretary"—keeping the giving records and issuing acknowledgments and receipts. Under this organizational approach, that person could participate as a

member of the Financial Management Committee, bringing his or her observations and suggestions to bear on the development of procedures and policy.

One change for this Committee to carefully address is the matter of counting the offering each Sunday and making a deposit. For many years, the twelve-person Board of Trustees divided this weekly responsibility into four three-person teams that handled the task (somewhat unevenly at times) three months each year. Under the proposed arrangement, there will only be half this number on the Financial Management Committee and this method of handling the offering may need to be changed. One proposal is to have a still different group do this work on a Monday when the press of family commitments would be less. Just how this might be addressed will be a function of the people who are appointed and elected to this Committee. Initially the plan is to appoint the minimum number of six (6) people to serve on this Committee; however, if the need for additional people can be justified—perhaps to address this issue—the Leadership Team can make those additions.

In all this work, members of the Financial Management Committee will work with the Leadership Team member designated to oversee the operating area and with the Director of Ministry Support—the staff member assigned to support this function.

- Properties Committee: While called a committee, this group functions in almost all respects just like a “ministry team”—it’s leader and composition is selected in the same way as specified above for a ministry team. However, it supports all ministry areas. This is envisioned as a group of people who care about and have some knowledge or skills in facility-related matters and, therefore, can make prudent decisions about repair and maintenance.

The formation of this Committee will take place by the selection of a Committee leader who, as with ministry teams, will recruit the other committee members with the help of the Personnel Committee. While this may be a little cumbersome at the start, it should serve us well as we identify those who feel a special calling to this important service. Turnover need not be great from year to year. Similarly, those not able to follow-through on commitments can be released from the committee and others brought on to undertake the work.

It may be necessary for this Committee to meet from time-to-time, but often much of the work can be done in direct consultation between the chair and a team member; or if there is a gathering, it might be to actually undertake a project around the facility rather than sitting in a meeting talking about it. This will develop as need indicates. The desire is to have a well-focused group making good things happen around the facility rather than burden good people with long meetings. The reward of accomplishing things should be motivating.

As with any ministry or support area, the Properties Committee will have a budget for both preventative and unplanned maintenance actions, on-going custodial support, and grounds maintenance (such as lawn care and snow removal activities). They have the authority to sign contracts and commit the church within the limits of the approved budget. There is significant history for extrapolating how most of this will take place.

Any rental property will be managed by this Committee, including the administration of leases, the collection of rents, the approval of invoices for payment for maintenance work, etc. Any new terms and conditions require the coordination with and concurrence of the Financial Management Committee.

The Properties Committee is to handle any minor modifications to the church facility. This Committee would also be represented on any group assembled to address major building modifications or additions. For example, out of the work of the Vision and Planning Committee could come a proposal for a major facilities project. The Properties Committee is to be consulted on such plans prior to any

recommendation being acted upon by the Leadership Team or the congregation and if a special “building committee” were formed, the Properties Committee would be represented in that new group.

The custodial arrangement will also be a responsibility of this committee. The balance between paid staff and supplemental contractor cleaning should be analyzed and established. At some point it may be appropriate to add or eliminate paid staff for this function. Such studies should be done in consultation with the Director of Ministry Support.

The intent is to initially compose the Properties Committee with six people—a group small enough to get things done and large enough to make wise decisions. As experience is gained, if additional people are needed and justified, the committee could be enlarged.

In all this work, members of the Properties Committee will work with the Leadership Team member designated to oversee the operating area and with the Director of Ministry Support—the staff member assigned to support this function.

- Auditors: There is no change in the approach to the audit of our financial records and transactions. The people selected as auditors should have good familiarity with accounting practices. The congregation elects each auditor. They continue to have solid independence from the staff or members of the Financial Management Committee.

Special Committees: At the present time there are two special committees: a Building Committee and a Campaign Steering Committee. This organizational change has no impact on their purpose or the way that they function. When the new bylaws would become effective, of these two, only the Building Committee is likely to remain. As outlined above, it would need to have interaction with and representation from the Properties Committee. The Leadership Team would make appointments accordingly.

If there is a need for a pastoral search committee, the Leadership Team would form such a committee and submit its roster to the congregation for approval. Again, as in all appointment and selection actions, coordination with the Personnel Committee is appropriate.

Delegates: Delegates from our congregation to the annual meetings of the Central Conference and to the Evangelical Covenant Church will be nominated by the Personnel Committee and elected by the congregation. Delegates are expected to review the agendas for these annual meetings and seek guidance from the pastor and other church leaders on any major issues. In some instances, the congregation may instruct delegates as to how to vote on a specific agenda item. In addition, delegates are expected to represent the actions of these annual meetings back to the congregation, reporting at congregational meetings, providing feedback through newsletter articles, and sharing information with appropriate groups within the church.

OTHER MATTERS:

Congregational Meetings: These meetings continue as the basic approach to decision-making in our church. The Constitution as proposed, requires a minimum of semi-annual meetings rather than quarterly meetings, however, the proposed bylaws retain a quarterly schedule for congregational meetings. So, for the foreseeable future, there is no change in frequency. The Leadership Team is expected to maintain sensitivity to when it would be helpful to hold meetings of the entire congregation—more often than quarterly if necessary and useful. Often such meetings are helpful for purposes of information exchange and discussion, even if no decision is needed. The current practice of holding informational exchange meetings, sometimes called “forums,” can continue and is encouraged.

The congregation will continue to approve budget recommendations, call pastors, and elect officers, leaders, delegates and those committee positions where specified in the bylaws—primarily positions involving future direction, fiduciary trust, personnel and membership matters.

Responsibility for Spiritual Health of the Congregation: There has been some question about what group will be watching over the spiritual “condition” of the church, ensuring that appropriate actions are taken to address lapses or provide for ministry directed to spiritual growth, now that the Diaconate will no longer be in existence. The simple answer is that several groups will have that responsibility. First and foremost is the Leadership Team. If there is any kind of leadership this group is to exercise, it is spiritual leadership. As worded in the proposed bylaws, our leaders are to guide the congregation to live lives “in a manner worthy of the gospel of Christ.” (Philippians 1:27) The members of the Leadership Team are to help all of us be and do what God wants—both individually and collectively. In addition, the pastoral staff will continue to have as a central element of their call a shared responsibility for the spiritual health of the church. Next is the work of the Vision and Planning Committee that, unlike anywhere in our current organization, has the explicit responsibility to evaluate ministry effectiveness. We trust that they will not be fascinated with numbers as a measure of eternal values. In addition, the bylaws give rise to explicit tasking to the Membership Committee, to the Personnel Committee and to the Financial Management Committee to assess the participation of people in the life of the church. While this is not a spiritual measure in and of itself, it does provide indicators that can lead to other considerations and suggest remedies that include efforts to enable personal spiritual growth. Taken all together, more, not less, attention should be given to this important part of our church.

In addition, there are specific responsibilities for spiritual formation explicit in a number of ministry areas, such as Adult Spiritual Formation ministries, Student and Children’s ministries that often include family considerations, and Worship ministries. In short, inherent with the proposed structure is the expectation that teams in every ministry area are to be engaged in furthering the spiritual health of our congregation—through worship, learning, service, caring and giving.

Communion: A question related to the change involving the Diaconate is, “Who will serve communion?” It is envisioned that within the worship and arts ministry area there will be a small ministry team that has as its work the planning and preparation for celebrating the Lord’s Supper—monthly during our regular worship services and during special times throughout the church year. Not only will that team procure and prepare the elements and do the clean up afterwards, but will recruit and train those who will serve. The bylaws indicate that this will all be done under the direction of the Senior Pastor. Just how that will evolve remains to be seen. One approach is to begin to use the members of the Leadership Team as well as ministry team leaders and supporting committee leaders to handle this important service on a rotating basis. It’s not because these people are more qualified to handle the elements than others, but it is a reminder of God’s appointment of men and women to positions of responsibility as “servant-leaders” within the church—a message to us who are to submit to their leadership and a message to them to be humble before the Lord in their leadership roles.

Communication: In the past we have had boards and committees that have produced minutes of their meetings that have been shared among all the members of the Church Board. This has allowed for an exchange of information and knowledge about plans and events. With the new structure, the need for keeping leaders in other areas of ministry informed about the plans and activities across the entire spectrum of church life will remain. While the means for accomplishing this is likely to change as time goes on, it is expected that initially a Ministry Team will be asked to provide a simple monthly report that will be distributed to all members of the Leadership Team and to the Calendar coordinator in the Church Office. The format is found in Appendix E. This report basically provides for the evaluation of recent ministry and information about plans.

A second means for communication is the church calendar itself, copies of which will be posted and can be distributed widely. Of course, each Ministry Team is encouraged to use the *Covenant Currents* newsletter to inform the congregation about ministry opportunities and, to also place very brief announcements in the weekly worship bulletin.

Legal Matters: Who makes the business decisions if we don't have a Board of Trustees? The language in the bylaws is very clear on this. The Leadership Team functions as "trustees" of the corporation and has the authority to execute documents on behalf of the church. Of course, this group of leaders selected for a number of strengths will seek both legal advice as well as the perspective of operating and support groups, such as the Properties Committee and Financial Management Committee, as appropriate.

Leadership by the Pastor. Throughout the constitution, bylaws and this guide, terminology is used to address the responsibility and authority of various leaders within the Church. As an Evangelical Covenant Church, we believe in the priesthood of all believers. We also affirm the unique role of the ordained pastor in the life of the church. When a person is installed as the pastor of a congregation, the congregation is asked, "Will you receive this person to be your pastor, recognizing his/her place in spiritual leadership and receiving the Word of God through him/her? If this is your promise, answer, "I will."¹

What is the spiritual leadership the congregation promises to recognize in the ordained pastor? God's Spirit calls and gifts the pastor to apply God's Word to the ongoing life of the Church. Without a continuing, thoughtful, and open encounter with the Word, the Church soon loses its identity in Christ, the Living Word. Obviously, this pastoral role of spiritual leadership is essential to the life and ministry of the Church. Indeed, the pastor is ordained to "bear rule" in the Church. In other words, the pastor is accountable to bring the Word of God to bear on all aspects of the life of the Church. (For more information on this critical matter, see page 169 of *Covenant Affirmations: This We Believe*, by Donald C. Frisk (Chicago: Covenant Press, 1981).

The ordained pastor's unique leadership role is his or her prayerful discernment of what God's Word has to say to the ministry and mission of the Church. Given this unique leadership role, other leaders of the Church are open to and value the pastor's input. They consult with the pastor(s) on questions of doctrine and practice. They seek counsel regarding major decisions. They also seek input on matters of relationships, care and nurture of people within the church. Our common goal is to conform our lives to the Word of God through the gifting and working of the Spirit.

¹ *The Covenant Book of Worship*, (Chicago: Covenant Press, 1981), 239

Philosophy of Ministry

Glen Ellyn Evangelical Covenant Church

These principles generally focus on the individual member as the primary channel for ministry. Ephesians 4:11,12 talks about God giving pastor-teachers (staff) to the church to equip, train and support the others to do the work of the ministry. That must be taken seriously, since there are so many more people and they can do so much more ministry. The pattern seems clear: staff members are needed to facilitate whatever ministry the Body is called to do.

1. Organism Based on Headship of Christ. The Lord Jesus Christ is the Head of His church, not the pastor or elders or anyone else. He is the One who guides, directs, leads, provides resources, etc. There must be a conscious dependence upon Him so that His purposes for the church might be accomplished.
2. Every Member a Minister. Each member in the body of Christ has the responsibility to be responsive to the Head. He has a place for them to function in His body and through the Spirit has given them spiritual gifts that they might minister. The ministry is in the hands of the laity. We are not called to be spectators.
3. Strategy/Goal Oriented. This emphasizes the fact of a plan. We are to build a ministry on a thought-out strategy not a series of events. (Parachurch groups are strategy oriented; they know why they are doing what they're doing.) It is our objective to be goal oriented, not event oriented. We want our programs to be part of a plan and not an end in themselves.
4. Mission/Vision Oriented. This emphasizes the scope or thrust of the plan. It is not our goal to be "maintenance" oriented. Rather, the thrust of mission should be intentional. It is our desire to reach out rather than wait for others to come to us.
5. Freedom to Initiate Ministries. We want to encourage initiative. The people must know that along with the responsibility to be responsive to the Head will come permission to be obedient to what the Lord Jesus would want them to initiate and do.
6. Spirit-Led Intrinsic Motivation. This principle can be compared to human-led extrinsic motivation, coercion, or guilt-inducing approaches to enlisting participation. Jesus is the Head of the church and what people do they do because God has given them the desire to do it, not because someone has talked them into doing it. This emphasizes "want-to" motivation rather than "have-to" motivation.
7. Structure Follows Ministry. Never produce ministry out of structure but structure out of ministry. We seek to build the structure around the initiative of Spirit-led people. Committees and task forces should be formed out of people who are ministering.
8. Flexibility of Structure. If structure flows from ministry, then it follows that the structure must be flexible. The Head of the church may lead us differently from time to time. If so, we must be willing to change that which is necessary to follow His leading. Structure is not sacred.
9. Leadership Position Because of Influence. A person doesn't become a leader because he or she possesses certain credentials (e.g., a degree), skills, or attributes. A person becomes a leader in the church because he or she is having an influence in the lives of people and has demonstrated effectiveness in ministry. This applies to staff as well as to the members.
10. Responsibility with Authority. We must not separate responsibility and authority. Responsibility for a ministry means authority to do the ministry.
11. Trust in People. People who have a desire for ministry must be trusted by the leadership of the church to follow the Lord in the development of that ministry. We do not seek control over people.
12. Freedom to Fail. People who are responsive to the Head, who take the initiative to begin a ministry and who are trusted by the leadership must be given the freedom to fail. We should avoid pressuring people to succeed.
13. Accountability. We are to proceed with sensitivity and openness to others in the body and "decently and in order", not independently in isolation or chaotically and haphazardly. The leading of the Spirit is consistent with the clear teaching of the Scriptures and is most often verified by unity in the body of believers.

Servant Leadership

Glen Ellyn Evangelical Covenant Church

The proposed Constitution and Bylaws are crafted with an assumption about the nature of leadership at Glen Ellyn Evangelical Covenant Church.

Leadership in the church is best described as servant leadership. Jesus Christ is Lord and Head of the Church. The Church is his Body. Those Christ calls to lead his Church can do no better than follow the leadership style of their Lord.

Jesus did not model his leadership after the command and control style of Roman generals and emperors. This is the leadership we see in Jesus:

- ÿ Like a child, Jesus lived in humble obedience to his Father.
- ÿ Like a shepherd, he cared for his flock, especially those who were in need.
- ÿ Like a servant, he washed his disciples feet.
- ÿ Like a lamb, he sacrificially offered his life on a cross.

And he tells his disciples, those who would become the apostolic leaders of the church; “You know that among the Gentiles those whom they recognize as their rulers lord it over them, and their great ones are tyrants over them. But it is not so among you; but whoever wishes to become great among you must be your servant, and whoever wishes to be first among you must be slave of all. For the Son of Man came not to be served but to serve, and to give his life a ransom for many” (*Mark 10:42-45, NRSV*).

The proposed Constitution and Bylaws are never to be used as license for a few to command and control the church. Such an abuse would not only violate the intent of this organizational structure, it would violate Christ’s model and mandate for leadership in His Church. Whether as a member of the leadership team, a ministry team leader, officer or staff, the vision for leadership in this structure is Christ honoring, Christ-like servant leadership.

What is servant leadership? Servant leaders live out an authentic relationship with God. Humility, honor, adoration, trust, obedience and hope characterize their relationship with God. They engage in the spiritual disciplines of prayer, Bible study, worship, stewardship and commitment to community.

Servant leaders understand that God dictates vision, initiative, and outcomes. Their job is to discern and do God’s will. They do this ongoing process of discernment in partnership with those God has called into specific areas of ministry and with the church as the diverse Body of Christ. They work to accomplish God’s will by encouraging, challenging, admonishing, coordinating and overseeing those entrusted with God’s ministry—communicating the vision for mission to each member of the congregation so that it is faithfully carried out with effectiveness.

Rather than implementing God’s mission through force or self-assertion, leaders act as servants. They serve Christ with the determination, conviction, courage, gentleness, and compassion that honor him. They surrender their own agendas, give themselves in costly, sacrificial ways, and entrust the future to God’s control, not theirs.

All that servant leaders do in the means and in the ends of ministry; they do to the glory of God.

Application of Servant Leadership Principles

Glen Ellyn Evangelical Covenant Church

Members of the Leadership Team play a critical role in the life of the Glen Ellyn Evangelical Covenant Church. As leaders, it is not just the things that we do, but how we do them, that have an impact. The following are some practical suggestions for demonstrating servant leadership as members of the Leadership Team.

1. **Personal Spiritual Discipline:** Servant leadership is not natural to most of us; we must allow God to transform us through the exercise of spiritual disciplines. These include prayer, fasting, Bible study, worship, and so forth. P.T. Forsyth said our worst sin is prayerlessness because of what it says about whom we really think is in charge of the church and the universe.
2. **Partnership:** Each Leadership Team member is partnered with a staff member. These partnerships should be characterized by humility, transparency, mutual accountability, and prayer.
3. **Teambuilding:** Each Leadership Team member will be working with multiple Ministry Teams. Each Ministry Team offers an opportunity for true Christian community, characterized by mutual submission and encouragement, prayer, and unity in diversity.
4. **Accountability:** As brothers and sisters in Christ, we are called to hold one another accountable to our commitments and to the call of Christ. Servant leaders must be willing to “speak the truth in love”.
5. **Communication:** A central role of the Leadership Team is to be a clearinghouse of information. Leadership Team members must communicate regularly with one another, as well as with those serving on their Ministry Teams. Vision, goals, expectations, and outcomes need to be clearly understood and regularly reinforced.
6. **Listening:** Leaders must be listeners – first to the voice of Holy Spirit, then to the voices of those they serve. They are called to follow God’s leading, rather than represent a particular age group, gender, or perspective. Leaders should support and understand how God is working across the full spectrum of church ministries.
7. **Discernment:** Leadership Team members form the link between the Leadership Team and the individual ministries of the church. They need to empower ministry teams with the responsibility and authority to do ministry, yet they also need to discern when to seek guidance from the Leadership Team concerning particularly significant issues.
8. **Diversity:** Leadership Team members should seek to build ministry teams of diverse individuals, united by a common passion and commitment to serve within a specific ministry area. As they seek wisdom in making decisions, they should intentionally seek input from a variety of perspectives, not just friends and like-minded individuals.

Listing of Elected and Appointed Offices

Glen Ellyn Evangelical Covenant Church
Per Proposed Amended Constitution and Bylaws

Bylaws		Elected by Congregation		Selected/Appointed by Leadership Team	
Art	Sec	Position	Term	Position	Term
III	2a	Officers: Chair	1 year	Officer: Secretary	1 year
	b	Vice Chair	1 year		
	c	Treasurer	1 year		
	3				
IV	3	Leadership Team Members:			
		Worship & Arts Ministries	2 years		
		Missions Ministries	2 years		
		Children's Ministries	2 years		
		Student Ministries	2 years		
		Adult Spiritual Formation Ministries	2 years		
		Care Ministries	2 years		
		Personnel Ministries	2 years		
		Operating Ministries	2 years		
Vision & Planning Ministry	2 years				
V	2b			Leaders & Ministry Team Members	Annual Review
VI	1	Supporting Committees: Vision & Planning (3) members	2 years	Chair of PC from elected members; non-voting advisors as needed	Annual Annual Annual Annual Annual Annual Annual Annual
	2	Personnel Ministries:			
	2a	Pastoral Relations Committee (3)	2 years		
	2b	Personnel Committee (7)	2 years		
		Delegates	1 year		
	2c	Membership Committee (3)	2 years		
	3				
	4	Operating Ministries:			
	4a	Financial Mgmt Committee Treasurer (chairs FMC)	1 year		
	4b				
4c	Auditors (4)	2 years			
5					
II	4	Search Committee for Call of Pastoral Staff			Annual
VI	5				

Ministry Team Monthly Report

Glen Ellyn Evangelical Covenant Church

Team: _____

Month: _____

ACCOMPLISHMENTS: [Provide information on ministry progress for this period; use reverse if more space is needed.]

Item:	Assessment:

FUTURE OPPORTUNITIES: [List as far forward as preliminary planning allows to help ensure potential church calendar conflicts can be identified and other necessary coordination can take place; use reverse if more space is needed.]

Item/Event:	Purpose:	Date(s):	Contact Person:

OTHER COMMENTS:

Signed: _____
[Ministry Team Leader]