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Organizational Leadership Transition and Succession

Sabbatical Project 2014

Dr. Dwight Perry, Executive Minister

Converge Great Lakes

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Section One: Introduction

Once there was a powerful African queen who ruled over a prosperous land. When asked about the source of her power, she gazed at her questioner with a mysterious smile and said "that I cannot share with you."

Her land stretched from golden shores to forested mountains. Years before, the plains had been rendered dusty by overgrazing, but they were once again a sea of green crops. Small villages crowded the landscape like spots on a cheetah's back. They buzzed with chickens scratching and children scampering. The women sang while stripping cornhusks and the men wove hunting tales and watched their pipe smoke curl skywards. It was a time of great peace.

Sadly, the queen had borne no children. She was growing gnarled; her proud stride sagged to a shuffle and her imperial hands resembled an eagle's claws. Being wise, she decided it was time to select her heir. She had several excellent candidates, men and women of her Assembly with whom she had discussed and debated for many moons, who could possibly succeed her. She knew each member like a mother would her own child … their lion strengths, their monkey impishness, and their plodding tortoise fears. The idea of selecting one above the others was like a sharp thorn stabbing at her in her sleep. She decided she had to test their powers of observation to settle the matter. The first member to discern her source of power would be named her successor.

She called a meeting for that evening. A pale moon carved the sky as each member stepped to the circle's edge. A dying fire squatted in the center. Despite her stoop, the Queen had commanding presence and when she raised her bony hand the members fell silent.

"Wise Attendants, it is time to choose a new leader for our people. The ancestors beckon to me in my dreams." said the Queen. At this proclamation, a low murmur rose above the whispers in the night. She continued and a hush fell over the group once more. *"Each of you is a gem more precious to me than those filling my treasure chests. I attribute much of our prosperity to your noble teamwork and valiant deeds. Many of you have questioned the source of my power. I am powerful in part because of you, but I have another well from which I draw great strength. The wise member that is first able to discern this source shall be named my heir."* Saying no more, the Queen summoned her servants and stepped into the black night.

For weeks, the Assembly members watched the Queen's every move. She used no amulets or rings. The beer she drank and the food she ate were available to all. She did not even consult the witch doctor, an aged man of high repute whose spells were the strongest in the land. The members offered the Queen one explanation after another. Each time, she shook her head.

Only one Assembly member remained silent. Khanya was a vigorous woman in her middle years. She had raised seven children and a herd of glossy cows. Her face was etched with the toil of her years and the fruit of her efforts. When Khanya spoke in Assembly meetings her experienced words were well-received. She was a respected woman. She, too, observed the Queen. One day, a thought arose from her musings. The Queen had a custom of dropping in on her people as they swept, washed, or hoed. They'd cease their toil and draw up a footstool for her, while they squatted on their haunches. The Queen would lean forward to question them about their families, cattle, crops and hopes, while listening intently to their replies. Khanya had found memory of this as the Queen had stopped by her home many times. The Queen's visits would last a brief turn of the sun before she moved to another hut. These calls had been occurring for so long that the villagers were no longer questioning why the Queen of the land would interact with her people in this way.

As Khanya's thoughts wandered over these visits she thought of something she'd never noticed before. The Queen's visits were random in all cases except one. She stopped weekly at Lwazi's hut! Lwazi, a royal descendant many ancestors ago, had long lived in his home village and was little noticed. A man of few words, he sucked his pipe with eyes heavy with recollection. He lived alone following the deaths of his wives and marriages of his daughters to men of other villages. He was rumored to have been a fine warrior in his youth. Each week under a large thorn tree, Lwazi would crouch before the Queen leaning in close as she spoke. He would pull back and after a long silence, he would reply, gesticulating in small movements or drawing in the dust. Waiting for the Queen's response, he leaned back on his heels and peered up into the sparse branches. At a time that was always the same, she took his proffered hand and rose to depart, nodding courteously. Her step lightened and her face played with that mysterious smile. *She is seeking his counsel!"* observed Khanya in amazement. This must be the Queen's secret.

At the following Assembly meeting, a buzz swept the group as Khanya stepped before the Queen. Bowing, she murmured, *"I have discovered your secret, Great One. I believe Lwazi to be your trusted advisor and the source of your power."* As the buzz intensified, the Queen laid her hand on Khanya's head and said "*Wise Khanya, you are almost correct. Your response is sufficient and I name you Ruler-to-be."* Approval washed through the gathering like spring rain. *"Yes,"* the Queen continued. *"Lwazi is trusted, and I have learned much from him. You will do well to find such a guide for your rule. However, he is neither my advisor nor the real source of my power. For Lwazi does not advise. He asks. And, oh what questions! He listens. But how deep is that listening! In the space created between the questions and the listening lies the real source of my power. It is the magic in this space that shapes the true Leader."* **(Source: The Queens Power: A Leadership Fable(2013) www.entrapreneur.com)**

This old African Proverb characterizes where I am as a veteran servant of Christ for more than 40 years. In all honesty, for the first 20 years or so, I did most of the talking. I thought because of my skills, gifting, training, and contacts that I did not need others. As a matter of fact, it was quite the reverse, I thought others needed me. Generally over the last 15 years, but specifically the last eight years, I have struggled with some significant health challenges and I have learned that a true leader is not necessarily the one who speaks the most. A true leader is the one who listens the best. This is especially true as I am now coming to the end of my full-time vocational ministry in service for Christ.

I am in awe that 40 years ago I had the privilege of sharing the gospel for the first time with someone. It has been 37 years ago that I preached my first sermon. By God's grace He has allowed me to serve Him as a full-time minister of the Gospel for 35 years now. Alas time is not our friend and the reality is that the end of my time in full-time vocational ministry is in sight. For the last several years I have had the honor of serving as the Chief Executive Officer/Executive Minister of Converge Great Lakes (CGL). Formerly known as the Great Lakes Baptist Conference, CGL is a 129 year old denominational mission agency based in Madison, Wisconsin. I am completing my tenth year as the servant leader of this wonderful group of churches in Wisconsin and the Upper Peninsula of Michigan. As a part of my service I have been working on a sabbatical project on leadership succession and transition. (**From this point on in this document all references to my denomination will be Converge Great Lakes or it's abbreviation CGL)**

As I thought through what the Lord has impressed upon me during this time of sabbatical, through seeking and listening to Him and others, my number one job over these next years is to personally finish well. Finishing well means to leave this organization in a position that is not only different than when I came but better. One of the ways I can leave the organization in a better place is to work to create a successful transition between myself and the next Chief Executive Officer/Executive Minister. Too many times I have seen leaders, who under God's divine enablement, have had wonderful ministries but stay too long. They not only short circuit his/her legacy, but cause harm to the organization by doing so.

I do not want to do that. As a matter of fact, all the literature I reviewed in preparation for this project continually reinforced my subjective belief that a well-thought out succession plan and protocol gives the highest chance of a successful leadership transition.

William Vanderbloemen, President of Vanderbloemen Search Group says, "The most expensive hire you will ever make is the wrong person". (*Four Succession Planning Trends for Church Leaders*)

"The senior pastor of a several hundred member church in the Midwest dies of a heart attack. A youth pastor of a suburban Southern California church commits sexual indiscretion. The children's pastor of a mega church in Florida accepts an assignment to the district office. The faithful church administrator of a thriving church in the Northwest ministry network reaches retirement age. What do these events have in common? They challenge church leadership when looking for a replacement for the open position. Church Leadership must do what it can to ensure a smooth transition. In most cases the transition is anything but smooth." (Godevenos 2002)

Tony Morgan and William Vanderbloemen discuss succession planning in an online dialogue "Succession Planning" (www.churchleaders.com):

"Succession planning is a simple term with a complex solution. It's creating a plan for what happens once you need a new leader. And all organizations face that. ...Why is it necessary for churches? The short answer is this: *We are all interim pastors* (emphasis added). Unless we are the pastor when our church closes, or we happen to be the pastor when Jesus returns, we are all only in our churches for a temporary stay. And I believe the most critical task for a church leader is to do all he can do to secure the long-term future of the church."

In my aspiration to leave the organization I currently lead in a better place, thus with the CGL board's permission I have I have spent the last three months working while away on sabbatical to develop a means for a smooth transition between the next executive and myself. This sabbatical project focusing on succession planning was approved by the CGL board due to the reality that my time as leader of this organization is coming to an end. As an author cited early in this introduction, I too am simply an interim leader.

In her outstanding book, *The Elephant in the Boardroom: Speaking the Unspoken about Pastoral Transitions* Carolyn Weese says, "The wise church and pastor begins to plan for their departure the first day they arrive." As a matter of fact, we are not the permanent leader of our organizations; Christ is. We are all simply being his under-shepherds and his stewards of the ministries He has entrusted to our care.

Leadership planning, or succession planning, can be defined in one of three ways (United States. Federal Reserve Bank of Kansas City. *Nonprofit Executive Succession-Planning Toolkit)*:

- <u>Emergency Succession Planning:</u> A process that is in place in the event the executive suddenly departs - either permanently or for an extended period of time (i.e., longer than three months).
- <u>Departure Defined Succession Planning:</u> A process that is in place for a future planned retirement or permanent departure of the executive.
- <u>Strategic Leader Development:</u> A process that promotes ongoing leadership development for talent within the organization.

For the purpose of this sabbatical project, I am focusing on the Departure Defined Succession Planning model. In the appendix you will also find a suggested Emergency Succession Plan that the Board of Overseers could use as a template if they so choose (Appendix One). However, the focus of this monograph is on Departure Defined Succession Planning.

Even though more and more prevalent in business, the Departure Defined Succession Planning model is still an anomaly more than the norm among nonprofits. This is especially the case among religious-based organizations such as local churches, para-church movements and denominations.

Tim Wolfred in his seminal work Building Leaderful Organizations: Succession Planning for Nonprofits reinforces this very important point, "When we think about succession planning, what often comes to our minds are large corporations in the for profit sector. In that world the idea usually revolves around finding and grooming the executive's heir apparent, who like a runner in a relay race seamlessly receives the leadership baton and carries it forward. Succession planning for nonprofit agencies however is often a different matter. First, it is rare. Most community and public service agencies are relatively small...." *I would add in local churches as well emphasis mine.* Wolfred continues, "supporting one or more secondary leadership roles can concentrate too much weight and expense at the top. Even in larger organizations, executives may avoid the issue for fear of compromising their authority and becoming 'lame ducks'. Too often, volunteer boards would rather not have to contend with the time and leadership demands that succession planning requires ...."

Carolyn Weese in her seminal work on transitions quoted earlier, The Elephant in the Boardroom, looks at the issue of transition and succession from a different point of view than the majority of the literature that I have reviewed in preparation for this study on leadership transition and succession. She makes this profound and very important statement on page 13, " We do not say it frequently in this book, but it is important to state emphatically that the personal and corporate spiritual work required in a successful pastoral transition is critical…Transformation is not a function of information, but of exploration with trust. People must find enough strength in their relationship with God and their trust in one another to be able to openly pray, confess and seek grace and healing if they are to develop excellence in a leadership transition. The capacity of a leader, or a group of leaders, to face their own shadow side through the power of Jesus Christ is critical to effectiveness in succession planning."

I cannot add much to these powerful words except a hearty "Amen". Without spirit-empowered healing and transformation of those within the church or ministry community, transitions may not be able to embolden and empower the ministry to even greater heights. Without spirit-empowered healing and transformation, momentum gained to this point can be thwarted.

As the senior leader within this organization, I have made it my personal resolve to create a platform from which a smooth and effective leadership transition can take place. I desire for this smooth transition is not just as it relates to my personal legacy, but more importantly that the organization under the next leader can accomplish even more than it did under my stewardship. I approach this study with a few presuppositions that form the foundation upon which this research was done. I firmly believe:

1. All ministries, no matter how well led, are ultimately God's and not a persons or organizations.
2. God, in His sovereign grace and perfect timing, sets up one leader and removes another.

3. As a leader, I have been given a sacred trust that needs to not be wasted but maximized. That trust means I need to do everything I can to make sure the organization I lead is able to reach its maximum potential, regardless of whether I am at the helm or someone else is leading.
4. Any leader is replaceable, no matter how effective. Therefore, all of us must hold our leadership responsibilities with a loose hand.
5. Those in church leadership need to do more work in creating a healthy environment by which discussions of transition and succession are common place and not a topic shrouded in secrecy.
6. Every organization, if it is to maximize its potential, must always be grooming the next generation of leaders.

If there is any bias in this research it is directly attributed to these underlying presuppositions, along with the other areas delineated in the delimitation section of this monograph.

Section Two: Historical Context

I serve as Executive Minister of Converge Great Lakes. On October 2013, the organization celebrated its 129th anniversary. We are affiliated with the Baptist General Conference (Converge Worldwide), (**from this point on in this document all references to the Baptist General Conference will be referred to as Converge Worldwide except direct source quotes)** a denomination that is over 150 years old whose roots are established in specific outreach to those of a Swedish decent in America. (Many left their homeland due to the religious persecutions of the 1800s.) From the March issue of *Trail Markers*, published by the BGC Worldwide History Center of Bethel University, we find these words:

> The heritage of the Baptist General Conference also arises out of the nonconformist, separatist movement, which in Europe was called the Free Church Movement. These communities declared themselves free from the institutional (state) churches. In Sweden, the state and church were considered one, so when a child was born, he or she became not only a citizen of the state, but also was baptized (sprinkled) into the Christian Faith and became a member of the church. (http://www.bethel.edu/publications/trail-markers/past-issues/2009/march/)

Converge Worldwide has gone through six major transitions in its history. The material below is summarized from the booklet *How We Grew: Highlights of the First Hundred Years of Baptist General Conference History* .**Dr. Norris Magnuson**:

Small Beginnings: 1852–1870

Gustaf Palmquist was a Lutheran lay preacher, who was so impressed by the simple faith and Godly lives of the Baptist people in Sweden. He was also impressed by a revival in Galesburg, Illinois, that took place soon after his arrival in the United States. He joined this new movement and moved to Rock Island, Illinois, where God used him to begin the first congregation of Swedish Baptist. The early decades were marked by almost perennial revival in the Swedish Baptist churches. According to Magnuson, the lives of both pastors and lay persons were characterized by persistent personal evangelism.

Decades of Remarkable Growth: 1870–1902

During the third and fourth decades of the Swedish Baptist existence in America, several developments combined to initiate rapid expansion. Within 30 years, the infant denomination had multiplied fifteen fold. One major factor was the huge increase in Swedish immigration during the last quarter of the 19th century. With so many new people in this country, boundless opportunities for evangelism also existed. Gifted pastors also began to bless the Swedish Baptist who communicated a strong message of evangelism and discipleship. The establishment of district Conferences brought about a sense of unity and family. The district Conferences provided an expanding program to these Swedish immigrants, and their descendants, as they fostered both the unity of the churches and the theological and spiritual growth of the people.

Prolonged Plateau: 1902–1945

The first half century of the Conference saw remarkable growth, fed by large scale immigration and enabled by aggressive evangelism. The second half was marked by consolidation and institutional advancement. Patterns of evangelism were shifting. According to Magnuson, the spontaneous personal witnessing of the early years was being supplanted by pulpit evangelism and by preaching of professional revivalists which resulted in Increasing lay evangelism... By the time of World War I it is also important to note the slowing of growth due to an ending of an era of Swedish immigration Perplexing problems of reaching Swedish persons of the second and third generations persisted with the dropping of the word Swedish from the name in 1945 as well as the change from only using Swedish in the services to predominately English-led services.

Second Period of Rapid Expansion: 1945–1960

This second rapid period of expansion was known as the “Advance” and was centered on World Missions. It started with the establishment of an independent foreign missions program separated out from our American Baptist colleagues. So moved by the need overseas, upwards of 100 persons had entered world mission service under American Baptist Boards. After the establishment of this new mission board, the initial goals of raising a fund of $50,000 within nine months and identifying a contingent of 52 missionaries were exceeded within nine months. This type of response characterized the 1950s, and the number of missionaries rose to 85 by mid-decade and to 106 by 1959. With income increasing steadily year-by-year to nearly $600,000 in 1959 and 1960, home-front advances occurred with similar rapidity led by the work of the Home Missions Board. Whereas the conference had lost 92 churches during the four decades prior to 1945, it gained 215 between 1945 and 1960, and almost doubled its membership from 40,000 in 1945 to 72,000 by 1960.

Decline and Reorganization: 1960–1987

The growth experienced from 1945–1960 began to set in. Inability to meet annual budgets continued, rapid increase of overseas missionaries first slowed in the 1960s and then went into a decline leveling off at about 100 in the late 1970s. Although the world mission budget more than quadrupled during the period between 1960 and 1983, that greatly increased total not only represented a substantially smaller proportion of the total income of the churches, but also hardly kept pace with inflation. Equally ominous was the fact that, despite a large overall increase in numbers to 136,000 and nearly 800 churches by 1982, a decreasing rate of growth indicated the possibility of decline by the late 1980s. This did not occur and the totals stood fairly stable until the early 1990s. However, two major changes took place in 1987. Delegates at the Annual Meeting voted to restructure the Conference into a corporate model, eliminating the functions of once independent boards under the authority of the President and Board of Overseers and the election of the first president Robert Ricker.

Refocus and Expansion: 1987–Present

When Robert Ricker became the President of the BGC, the financial picture had become increasingly tenuous. Over several years, Dr. Ricker was able to stabilize the organization and, through his leadership, along with the districts, was able to bring a sense of revival and renewal in the area of new church development. Church planting became a predominant focus of the organization. World Missions also began to grow again with the District Conferences, now led by Executive Ministers, as partners in the growth of the movement. Bethel College and Seminary, which had been a wholly-owned entity of the Conference, was able to become Bethel University with a separate board structure and an independent organizational relationship with the Conference. Financially, the movement which had shifted in the late 1980s to a more designated funding system, as opposed to a united budget approach, was still experiencing financial challenges to its core or general operational giving. However, through careful management of the denomination, the emergence of Cornerstone, a multimillion dollar church extension fund and greater directed donor development, the Conference would finish in the black for several years in a row.

In 2007, after an extensive appraisal of its mission under the leadership of its new president, Dr. Jerry Sheveland (2002), the Baptist General Conference changed its missional name to Converge Worldwide. It also relocated its national headquarters to Orlando, Florida, in 2009.

The Great Lakes Baptist Conference, is a merger of the former Wisconsin Baptist Conference and the Michigan Baptist Conference, in terms of the churches who left the Michigan Baptist Conference in the 1960's from the lower Michigan churches (churches in the Upper Peninsula who felt a closer affinity to the Wisconsin district than to the Lower Peninsula), merged in 1967.

Converge Great Lakes Turnaround: 2004 - Present

Over the past 20 years, Converge Great Lakes has become known, both within the denomination and outside of it, as a leader among Baptist entities in the area of church planting. Converge Great Lakes has grown over the years to become a regional fellowship of churches in Wisconsin and the Upper Peninsula of Michigan to over 118 churches and plants presently, primarily through the starting of new churches. In spite of this growth, the area of funding both for these new churches as well as for our established churches and ministries through the middle judicatory continued to decline, especially during the latter part of the 1990s through 2004.

In 2004, due to the lack of resources and some misallocation of designated mission funds, the Converge Great Lakes would have had a financial collapse if something radical had not been done to stem the tide.

Over the past ten years, God had been gracious. The organization has been able to eliminate the debt in its entirety and institute many financial safeguards to protect the organization from ever going back into that level of debt. However, as it relates to the development of a base of funding for the core budget (general fund) of the middle judicatory, we have a long way to go in creating the type of funding paradigms and parameters that will take this ministry to move beyond a simple mission maintenance mode to a real mission growth mode. This turnaround was able to be accomplished, in part, by helping our more than 100 churches to understand and embrace a model of ministry that focused on accomplishing real and very specific results aligned with a strategic and operational plan. The old model of the denomination (i.e., being an entity of last resort; being a generalist that did a lot of things good, but few things well; a model where very little accountability was expected from the denomination in terms of clearly laid out goals and results) was a model that was no longer acceptable.

Today individuals and thus churches demand (as they should) a much higher level of organizational accountability of those they invest in… In today's economy, clarification of mission and, the continual challenge of communicating, reinforcing, and doing this mission are essential for any organizational entity, whether it be nonprofit or for profit

Because I did not come into this position of leadership as someone who had all the answers, but with a willingness to listen and learn, both informally through my personal relationships that I would develop in the district and also formally, a proper foundation was set. I set up an aggressive assessment process that involved sending out more than 700 four-page questionnaires to various stakeholders in the region. The process also identified and created a team of exceptional men and women of influence and leadership here within the Great Lakes (John Kotter, author of *Leading Change*, calls it a "Guiding

Coalition"), who followed up on the results of the survey data from the 285 responses out of an approximate number of 700 who were sent the survey.

This guiding coalition conducted 34 random, highly focused interviews with those who responded to the survey in order to create the vision pathway that propelled our middle judicatory to a clear and focused sense of mission. (See Appendix Two.) "*GLBC is a mission agency that comes alongside each of her member churches in helping them accomplish Christ's mission in the communities that God has called them to reach*" (Former mission statement revised 2011). This clarified and focused mission statement, based on the strategic pathway document that resulted from this in-depth assessment and the superseding operational plan, became the foundation of helping our denominational culture become more mission in focus. Decisions such as program, staffing as well as funding came out of this strategic direction. (See Appendices Three and Four.)

As I entered my second term we built on this initial process through the use of Dr. Steve Smith's wonderful evaluation tool. We again created a guiding coalition that helped us over the course of a year to redefine and clarify our new mission statement and focus of ministry. (See Appendix Five).

In order to bring even further clarity, in my ninth year as the Executive Minister, we underwent a comprehensive organizational audit (see Appendices Six and Seven). This audit which helped to clearly define those non-negotiable areas related to our mission and those areas that we cannot pursue either because they do not relate to the achievement of our mission or someone else can do those things better for us on behalf of our churches. As I enter my third term as Executive Minister, I will again engage our middle judicatory in a district-wide assessment process in order to set our specific and focused agenda for the next five years.

Every five years, the denominational entity I serve is very gracious in providing a three-month sabbatical to those who serve at the director level and above. As outlined below, the purpose of a sabbatical is not only to allow the regional middle judicatory leader to recharge and rest, but also to have some concentrated time to focus on an area of intentional study that can help the ministry of the Converge Great Lakes, Great Lakes Baptist Conference.

(*Major parts of section two were carried over from an earlier sabbatical project done in 2009 on Funding in Middle Judicatories by Dr. Dwight Perry)*

Section Three: Sabbatical Project Purpose and Design

Purpose

The intended purpose of Sabbatical Leave is to strengthen and enrich the Converge Great Lakes' ministry in some manner by providing time for intentional study, personal growth, and professional development for staff personnel. Because district ministry demands long hours and dedicated commitment a break from the pressures of ministry to reflect, renew, and relax in preparation for future ministry will benefit district personnel who will undoubtedly return with a fresh perspective, renewed motivation and additional expertise in job performance and service to Christ and His Kingdom. Sabbatical Leave is an investment in continued and enhanced effectiveness of ministry performance. (Converge Great Lakes Sabbatical Policy pg 1 See Appendix Eight)

Overall Goals of Sabbatical

1. Family Time
    a. Spend time with my wife
        i. Reconnection focused
    b. Spend quality and quantitative time with my grandchildren and children

2. Ministry Interviews
    a. Meet with five ministry entities that have undergone, within the last five years, a planned transition in order to develop a ministry leadership succession plan for Converge Great Lakes.
    b. Interact with five ministry entities, including one middle judicatory, over two-day intensive interviews
3. Focus
    a. Explore effective best practices and protocols that each entity used in executing their transition

   b. Reflect on and interact with the senior leaders including the governing boards as to what they learned from this experience and what if anything would they do differently
   c. Gain an understanding of the specific "how to's" that needed to be in place in order for this planned transition to take place
4. Rest and Reflection
   a. Research and reflect on the topic of rest and balance in ministry specifically in the face of criticism and conflict
   b. Interact with material from Watchmen Nee, Richard Foster, Jerry White, Dallas Willard and any other reflective contemplative authors speaking to this topic
   c. April will be devoted to rest and reflection.
5. Literature Review
   a. In-depth literature review and report which results in the development of an emergency succession plan due to extended illness, death, or moral/financial failure
   b. Review and summarize relevant literature on this area
   c. Develop a first draft model of a proposed emergency succession plan for the Board's approval
   d. Finalize plan once back and have met with the board and gained their insight and critique on the proposed emergency succession plan

Project Timeline

November 1, 2013

- Sabbatical protocol and project focus developed and approved by the Executive Committee of the Board of Overseers

November 6, 2013

- Full board discussion and approval of the sabbatical project by the board

December 1, 2013

- Five ministry entities solidified on the above rationale

January 15, 2014

- Project questions and procedure sent to each ministry entity

February 7- April 7, 2014

- On-site interviews based on aforementioned questions

April 15, 2014

- First draft of summary learnings and conclusions developed and sent to selected ministry entities for their review

April 29, 2014

- Second draft of summary learnings and conclusions developed

May 7, 2014

- Second draft of summary learning and conclusions sent to editor to be completed by March 12th

May 13, 2014

- PowerPoint developed based on final draft

May 15, 2014

- Final review of the sabbatical results and approved by the Executive Committee of the Board of Overseers

May 20, 2014

- Presentation to the full board of Overseers

September 2014

- Implementation of both a leadership succession as well as an emergency succession protocol after gaining input from the full board

Research Methodology

An ethnographic research methodology will be employed in this study. Ethnography allows the researcher to pull out repetitive themes and learning that can be transposed under certain comparable situations that are similar to others through interviews, case studies and observable behavior. Each participant will be assured of my strictest confidence. No one entity will be singled out in terms of possible comments or perceptions, related to the basic research questions stated below that will serve as the foundation of the interaction.

Drafts of the interviews will be critiqued and reviewed by each participant to ensure that their input is reflected accurately. Each participant engaged in this project had experienced a major leadership transition. I will introduce each of the participants by giving a snapshot of their history, structure and unique focus of ministry. It is out these interactions and the literature review conducted that the major learnings that are shared in Section Four are derived.

I will make six trips to the following proposed ministry entities with travel spread out between February, March and April.

Project Focus Questions

1. What role did your governing board play in the succession of leadership that took place within your organization? Did individual members of the board play a more prominent role and if so, why?
2. Did you as the transitioning leader communicate, to the board, a timeline of when you would like to depart and if possible when the next leader would assume leadership?
3. What role, if any, did the transitioning leader play in the selection of the existing leader?
4. What characteristics were sought in an incoming leader and how were those identified by those responsible for the transition of leadership?
5. In your context, who was responsible for the transition of leadership? The transitioning leader, the governing board, a committee appointed separately from the board, someone else or some other entity?
6. What role did staff play in the transition of one leader to the next if any?
7. Does the departing leader have any current relationship to the ministry and if so what is his/her role?
8. As a board, did you develop a formal succession plan or was this developed along the way, or was this never developed? If so, why?
9. In looking back on this experience, what would you do differently? (This question will be asked to of the governing board, departing leader,

incoming leader, and any other entity that had responsibility for the transition.)

10. Did you have an internal, leadership succession plan or was it your organization's intent to always hire the chief executive/senior pastor from outside? If you did have an internal succession plan, how was this developed and how did you gain buy-in from the various constituencies your ministry represents?

11. If you did have a formal transition (search committee) who appointed or elected those to serve on this committee, what were the characteristics necessary in individuals who were sought to serve and what were their primary responsibilities?

12. What role, if any, did a formal organizational assessment (strategic plan) play in determining the next chief executive officer/senior pastor?

13. Was there a planned orientation for the new chief executive upon his official start date? And, if so, who conducted this orientation, who was brought into the orientation process, and how long did it last?

14. Did your ministry use an outside consultant (denominational executive, ministry consultant, etc.) as part of your process or was your process entirely internally driven? Please delineate what process was chosen and why.

Project Delimitations

1. Sample size is small.
2. Sample size is predominately local church based not denominationally based ministry.
3. Sample composition is primarily from a Baptistic polity background.
4. Presuppositions present as delineated at the end of Section One Introduction.

Participant Selection

The following six ministries were selected as participates in this study. Fourteen interviews took place with a total of 23 individuals participating. Seventeen of these participants were with individuals who were either the incoming senior leader, outgoing senior leader, board chairperson, three spouses, along with five additional persons as part of the two board interviews that took place.

1. Converge MidAmerica – Park Ridge, Illinois (Appendix Nine)
2. Whittier Area Community Church – Whittier, California (Appendix Ten)
3. Woodridge Community Church – New Berlin, Wisconsin (Appendix Eleven)
4. Grace Church – Gladstone, Michigan (Appendix Twelve)
5. Fellowship Missionary Baptist Church – Chicago, Illinois
6. Converge Worldwide – Orlando, Florida (Appendix Thirteen)

Rationale for Ministry Entity Selections:

1. Theological affinity in both ministry practice and expressed theology
2. Uniqueness in terms of effectiveness of their planned transition plan
3. Balanced travel costs
4. Established relationships
5. Proximity to extended family

Participant Descriptions
(Source for the participant descriptions quoted verbatim from the Organization's websites)

Converge MidAmerica - Park Ridge, Illinois

The district goes back to a small group of Swedish Baptist immigrants in Rock Island, Illinois. It then spread to other cities along the Mississippi River in Iowa, Wisconsin and Minnesota, as well growing city of Chicago. The churches soon organized into a Conference, which in those days literally meant providing an "annual conference" for the purpose of providing training to the pastors, who did not have the advantage of a seminary education.

As the number of churches grew, the organization was divided into regional Districts. The denomination which resulted became known as the Swedish Baptist Conference, reaching out to Swedish immigrants. Most of its churches conducted services in Swedish for many years.

By World War II, the predominance of Swedish heritage remained, but English was standard. In 1945, the denomination changed its name to the present-day Baptist General Conference.

Converge MidAmerica, which descends directly from the Illinois Conference, can make the claim as the oldest of BGC's 13 districts, since the first church consisted of a handful of believers in Rock Island, Illinois. (http://www.convergemidamerica.org)

The vision of Converge MidAmerica is to glorify God through a Spirit led movement of churches that transform lives and impact communities by reproducing the life of Christ in disciples, leaders, and congregations.

The Conference works in several strategic areas of ministry such as church planting, church mobilization, leadership development, generosity/ stewardship, pastoral placement, women's ministry, youth initiatives, and pastoral care. The region has more than 190 churches and church plants in Illinois, Missouri, Kentucky, Indiana, Tennessee, Arkansas, and the Kenosha area of Wisconsin. It has an annual operational budget of $1.9 million. Reverend Gary Rohrmayer is the Executive Minister.

Whittier Area Community Church - Whittier, California

History

Whittier Area Baptist Fellowship, now Whittier Area Community Church, came into existence in August of 1971. At that time, 384 individuals met together in worship at McNally Junior High School in La Mirada. Rev. Paul Ethington and his wife, Bonnie, became the first staff members and the East Whittier United Methodist Church was rented in the fall. J. Daniel Baumann and his wife, Nancy, accepted an invitation to be WACC's first senior pastor. The church met for the first time in its new multipurpose building on the present site on December 19, 1976. In 1980, the Christian Education building was completed. Dr. Baumann resigned in the spring of 1982 to move to San Diego and in January of 1983 Dr. Leland V. Eliason and his wife, Carol, began their ministry at WACC. In 1983 the Family Center was added. In July of 1994, Dr. Eliason completed 11.5 of ministry at WACC. Dr. William C. Ankerberg and his wife, Arlie, began their ministry coinciding with the church's 25th Anniversary. Dr. Ankerberg has been in ministry since 1972 and has been a Senior Pastor since 1976. He is a graduate of Bethel College and Bethel Seminary in St. Paul, Minnesota and received his Doctor of Ministry from Trinity Evangelical Divinity in Deerfield, Illinois. Dr. Ankerberg has served as our Senior Pastor since 1994. In November 1997, Whittier Area Baptist Fellowship became Whittier Area Community Church in keeping with our vision to reach our community for Christ. Whittier Area Community Church celebrated 40 years in September, 2011.

Woodridge Community Church - New Berlin, Wisconsin

Woodridge was formed in 1988 by Pastor Dave Mobley, his wife Brenda, and a small group of people from around the Milwaukee area. The church is affiliated with the Great Lakes Baptist Conference, and has grown through the years to more than 300 regular attendees. The original goal remains the same now as it was then: to reach out with the message of God's grace and the hope of new life in Jesus Christ to those people disenfranchised by previous church experiences and anyone else who is looking for a place to join a warm and loving church family. Then, now and forever, Woodridge is committed to proclaiming the life, death and resurrection of Jesus Christ through word and deed.

Leadership Structure

Woodridge believes in something called the priesthood of the believer. They believe that the clergy are not specifically endowed with any more right of access or supernatural gifting than one of the folks sitting in the chairs. They believe that through the empowering of the Holy Spirit all Christians are given spiritual gifts that are meant to be shared for their benefit, for the benefit of the church, for the benefit of those who have not heard the Good News and for the glory of God himself. Their pastors and paid church staff are considered a unique group in that God has called them to minister vocationally with those gifts.

Woodridge's leadership model is as an Elder led congregation. Members of the congregation vote to place the elder representatives onto the elder board. This board then works with the Senior and Executive Pastors to develop and carry out the plans for the church, to shepherd the congregation's spiritual growth and to govern matters that are brought to their attention from time to time.

Core Values

Woodridge values Personal Discipleship for continued progress in becoming like Christ. Therefore, Woodridgers are encouraged to mature their relationship with Jesus through prayer, Bible study, and other spiritual disciplines. (Philippians 3:10-11; 2 Timothy 2:2)

They value Corporate Worship for bringing glory to God and to His people.

Therefore, Woodridgers are encouraged toward full and regular participation in the Sunday worship service. (John 4:23; Hebrews 12:28)

They value Small Groups within the church for accountability and fellowship. Therefore, Woodridgers are encouraged to participate in a Small Group. (Hebrews 10:24-25; James 5:16)

They value Meaningful Service for the building up of the church. Therefore, Woodridgers are encouraged to employ their unique giftedness in a ministry of their choice. (1 Corinthians 12:7; 4:2)

They value the Responsible Stewardship of our resources for the glory of God. Therefore, Woodridgers are encouraged to invest their time, abilities, and finances with wisdom and discipline. (2 Corinthians 9:8, 11)

We value Community Outreach for bringing outsiders into the family of God. Therefore, Woodridgers are encouraged to witness for Jesus and invite others into our fellowship. (2 Timothy 4:5; Colossians 4:3-5)

They value the Local Church for advancing the Kingdom of God on earth. Therefore, Woodridgers are encouraged to support their church and its endeavors in starting new churches. (Acts 1:8; Matthew 16:18-20)

Grace Church of Gladstone Michigan - Gladstone, MI

Grace Church is a part of a national association of churches known as Converge Worldwide (CW), formerly known as the Baptist General Conference. Its regional district, Converge Great Lakes (CGL) (formerly known as the Great Lakes Baptist Conference) consists of 115+ churches in Wisconsin and the Upper Peninsula. Both CW's and CGL's name changes reflect the growth of the movement which first started in the Upper Midwest as a fellowship of churches with ties to Scandinavia. Today CW churches are composed of many ethnic groups that have come together throughout North America and around the world in order to carry out the Great Commission of Matthew 28:16-20.

Grace church was formed in 1905 as "First Baptist Church." Its original location was at the corner of Michigan Avenue and 6th Street in Gladstone, MI. It was originally known as a "Swedish Baptist" congregation, as most of its original members had Scandinavian roots.

In 1982 the church relocated to its current location and changed its name to "Grace Baptist Church." When Grace Church moved into its new and much larger building no one thought that it would ever be outgrown.

In the late 1990's Grace was growing again. They began offering two worship services; but not too many years after that we were finding that we did not have enough room for children's ministries or the many dinners and events that were hosted. They soon began building again with the addition of the gym/multi-purpose room, which was completed in 2000. Now Grace Church had a place for dinners and activities with a full-sized professional kitchen.

They also added five new classrooms, office space for our growing pastoral and administrative staff, and an extra set of restrooms.

Dr. Stephen Patrick was called to Grace in March of 2003 to serve as Senior Pastor. Over the last decade he has guided this congregation through a time of transition and change, as the Lord has grown the church considerably. (According to the Grace Church Constitution, the congregation isare led by Pastor Steve and our Board of Elders.)

The church currently has 11 ministry teams that have been called to carry out the vision of our church in varying areas of responsibility. These teams are led by ten deacons and one deaconess, who provide leadership to their teams and the many ministries and programs that are offered each week.

By 2006 the church realized it had outgrown its facilities yet again. Even with two services, they were struggling to find room in the auditorium for everyone on Sunday mornings. Along with that, they were seeing that they did not have room for all of the children and teens that were coming for Sunday school and on Wednesday nights for Pioneer Clubs and "Youth Group." It was time to build again. In March 2008 Grace Church began its capital campaign with the goal of expanding by 2011 or 2012.

In 2008 the church's pastoral team added some new faces. Jon Potes (Pastor of Student Ministries) and Bill Cuthbertson (Pastor of Connections) were both called that spring.

In November 2008 Grace Baptist Church decided to simplify things. They voted to change our name to “Grace Church," believing that this would better emphasize who we are and remove barriers for some.

In June of 2009 they began hosting two services in the gym so that they could start the remodeling of the old auditorium into more classrooms. In early September of that year a anew "Christian Education Wing" with a 100 seat "Youth Room," three new classrooms, and additional office space for both our children's ministries, our preschool/ childcare center were opened, which had been started two years earlier.

In July of 2009 construction began on a new worship center. The building went up quicker than expected, so the church was able to move in several weeks ahead of schedule. The first service held was on Easter Sunday, April 4, 2010. Since then Grace Church has been back to just one morning service at 10:30 am. What a blessing it has been to have the spacious new foyer where people can engage in conversations and fellowship both before and after services. They have also appreciated the space that the new worship center affords us with room for 650+ people.

In January 2013 Grace Church called its most recent addition to our staff, Dave Hanson, to be our Associate Pastor of Worship. Pastor Dave and his family had served for several years at a sister church in Marquette, so we were excited to have someone with his gifts and experiences that was familiar with the Upper Peninsula.

Only the Lord knows what lies ahead; but they look forward to the future with anticipation. They believe that God is giving their church some great opportunities to reach into our community with the life-changing message of life through a faith relationship with Jesus. They consider it a privilege to be a part of what he is doing in both Gladstone and throughout the world. Their prayer is for the Lord to continue to allow them to share his love with friends and neighbors in the community and beyond to other parts of the Upper Peninsula.

Fellowship Missionary Baptist Church - Chicago, Illinois

Reverend Clay Evans founded Fellowship Missionary Baptist Church in 1950, along with five founding members and was ordained by Reverend K. D. Clay on December 22, 1950. The church incorporated as Fellowship Missionary Baptist Church in the State of Illinois in 1952.

Fellowship Missionary Baptist Church began the Radio Broadcast, Radio Station WWCA in Gary, Indiana in October, 1952.Additional staff member, Reverend Consuela York was also ordained March 26, 1954 by Reverend Clay Evans.

The church moved to a building on 4621 S. State Street on June 6, 1954, which cost $25,000.The church broke ground for a new edifice at 46th & Princeton on September 23, 1964.Pastor Evans had the privilege of welcoming Dr. Martin Luther King, Jr. to the city in 1964. He also ordained Reverend Jesse Louis Jackson on June 30, 1968.

Reverend Evans, along with the Fellowship Choir, made their first LP recording. Reverend Evans also ordained Reverend Jesse Jackson, Sr. as an Associate Minister of Fellowship in 1965.

On April 15, 1973, Fellowship walked from 45th Place and Princeton to 46th Street & Princeton to a newly erected church building which cost $500,000.00.. Fellowship Credit Union was established; Deacon Erwin Dabney, first Chairman.

In 1977 it launched first Television Ministry. First Evangelical Choir tour began to various U.S. cities including: Indianapolis, IN; Detroit, MI; Cleveland, OH; Philadelphia, PA and Baltimore, MD.

They burned their mortgage on the 46th & Princeton location in July, 1987. In November 1989, the church went on to organize African American Religious Connection (AARC).

On January 20, 1993, Pastor Evans attended the Presidential Inauguration of President William (Bill) Clinton. On February 19, 1994 a ribbon cutting and open house for the New Education Building was held. On February 25, 1996, Gwendolyn Brooks, famous poet, spoke and autographed books at Fellowship. Also in 1996, Vice-President Al Gore and wife, Tipper, worshipped with Fellowship. In June 1998, Reverend Charles Jenkins was named Associate Pastor of Fellowship. Reverend Clay Evans retired and "Passed the Mantle" to

Reverend Charles Jenkins on December 10, 2000. Pastor Charles Jenkins inaugural celebration was held January 14-21, 2000.

Converge Worldwide

The mid-19th Century Swedes who immigrated to America in pursuit of religious freedom read the Bible with a hunger that gave reality to their claim that it was the Word of God, their sole authority. Theirs was a theology of "redeeming grace" that gave central place to Christ and the cross. Faith meant transformed lives as well as doctrinal truth, a commitment of heart and will as well as of intellect. They demanded a spiritually reborn clergy and membership. They believed in believer's baptism by immersion. And they had a strong conviction about living a holy life as followers of Jesus Christ.

<u>The Swedish Baptist General Conference</u>

These followers of Christ earnestly reached other Swedish immigrants with the life-changing message of the gospel, and eventually organized as a fellowship of churches called the Swedish Baptist General Conference. Early years were characterized by rapid growth and perennial revival (1875, 1880s, 1890, 1895, etc.).

The Baptist General Conference

In 1945 the Baptist General Conference became the new name of this family of churches. Due to waning Swedish immigration, English had become the predominant language used in its churches, and more and more non-Swedish churches were planted and organized. Although U.S. demographics changed, the BGC's core values remained the same. As a missional movement, the BGC became a multiethnic, worldwide family of believers and churches: diverse, yet committed to the common mission of fulfilling Christ's great commission (Matthew 28:16-20) for the church.

Converge Worldwide

Toward the end of the 20th century, the Baptist General Conference name began to lose its cultural currency. More than a fifth of all BGC churches had been planted within the prior 15 years, and a scant few wanted to identify themselves by the name Baptist.

They held to Baptist convictions, but didn't want to spend precious time refuting stereotypes of other Baptist leaders or groups. Meanwhile, the Baptist name put valuable missionaries and their national partners at risk in several countries overseas. This movement's leaders saw the need to make a change.

In 2008, the Board of Overseers approved a new missional name, Converge Worldwide, while retaining the historic name Baptist General Conference in some settings and for legal purposes. The new name captures the strategy of starting and strengthening churches through the collaboration of 11 districts, approximately 1200 Converge Worldwide churches and national and international ministries.

Different Names, Unchanging Values

The spiritual values of its forefathers continue today:

- Holding to a conversion-centered experiential faith under the stabilizing guidance and authority of the Scriptures.
- Matching evangelistic passion with a stress on growth and Christian holiness.
- Balancing doctrinal conservatism with an irenic (peaceable) spirit.
- Exercising a spirit of missionary and charitable outreach.

Today's Converge Worldwide movement is spiritually dynamic, missionally driven, relationally devoted and culturally diverse.

Participants Interviewed

Converge MidAmerica

Reverend Gary Rohrmayer – President and Executive Minister

Reverend Bernanrd Tanis – Departed President and Executive Minister

Reverend Dan Harrison – Chairman of the Board of Overseers

Whittier Area Community Church

Dr. Bill and Arlie Ankerberg – Departed Senior Pastor and First Lady

Bill MacNider – Former Board Chairman

Dr. Osvaldo Rodriguez – Current Board Chairman

Woodridge Community Church

Reverend Luke and Amy Dufek – Senior Pastor and First Lady

Reverend Dave and Brenda Mobley – Departed Senior Pastor and First Lady

Reverend Tom Doidge - Lead Pastor

Mark Martinez – Board Member

Scott Lindberg – Board Member

Tom David – Board Member

Grace Church

Dr. Steve and Gayle Patrick – Departing Senior Pastor

Reverend Bill Cuthbertson - Elder

Don Pyle - Elder

Darrin Lung - Elder

Fellowship Missionary Baptist Church

Reverend Charles Jenkins – Senior Pastor

Reverend Clay Evans – Founder and Departed Senior Pastor

Deacon Ephraim Pugh – Chairman of the Deacon Board

Converge Worldwide

Dr. Jerry Sheveland – President and CEO

Dr. Robert Ricker – Departed President and CEO Baptist General Conference

Dr. James Erickson – Chairman of the Board of Overseers

Section Four: Major Learnings

Learning One:

Once the departing leader has made the decision to depart, the board plays a very important role in the execution of the transition.

It is suggested that the Board would work to:

1. Craft any severance package with the departing leader.
2. Craft the timeline of the succession with input from the departing leader.
3. Make sure the bylaws of the organization are adhered to.
4. Appoints interim leadership if necessary.
5. Brings forth the final candidate to the church or organizational body for final confirmation, depending on constitutional governance, the board typically is the entity that.
6. Appoints a search committee and delineate its scope and responsibilities as dictated by the bylaws.
7. Meets with key decision makers and stakeholders in order to get buy-in related to new chief executive/senior pastor once selected.

Learning Two:

Most effective transitions take place when the departing leader is the one who initiates the process and not the board.

1. When the departing leader is the person who initiates this process it positions the organization for greater credibility with the constituency; It does not come across as if the board is forcing the senior executive out of office.

2. However, this type of process, can only take place when the chief executive has a healthy relationship with the board.
3. This type of process, can only take place when the chief executive is still meeting the organizational and personal goals of their position.

Learning Three:

Most effective transitions take anywhere from one to three years to execute depending on the size of the organization.

1. Anywhere from six months to several years ahead of time, the departing leader communicates his desire to step down to at minimum the Board Chairperson or the Executive Committee.
2. Once the announcement has been made, succession could take place anywhere from one to three years at the most., Within the context of this study, succession was closer to the one year mark rather than at the three year mark most of the time, However, initial discussion with the board would have started much earlier.

Learning Four:

The governing board, along with input from the departing leader, need to make any changes necessary to the governing documents to insure a smooth and effective transition, including items such as:

1. The composition of the search team
2. The role the governing board will play in the selection of a new leader.
3. Whether the new leader will need to be voted on by the constituency or simply put up for some type of affirmation or be installed with no formal action outside the board.

Learning Five:

The selection process should be driven by a clear and well thought out strategic plan that looks at not only the organization's strengths and weaknesses, but also where it is headed and how it hopes to achieve its mission.

1. If a three to five year strategic plan has not been developed it needs to be one of the first tasks undertaken by the board.
2. Before a transition is announced, a strategic plan needs to not only be developed and affirmed by the broader constituency.
3. Transitions that are not built on a comprehensive strategic plan can sometimes weaken the search process. It can leave those doing the search with only a handful of preferences to base the selection of the next leader upon.

Learning Six:

Best practices in both the literature and the research show that an overlap of some sort along with a planned and formal orientation of the new leader is critical to the success of the new leader.

1. Overlap at minimum should be two to three months.
2. Overlap should be planned to maximum the time of both the departing and the incoming leader in order to maximize the orientation of the new chief executive/senior pastor.
3. Board involvement, along with other key staff, is critical in this orientation period.
4. During this time, connecting the incoming leader to high performance donors is critical in donor-based ministries and nonprofits.

Learning Seven:

The best time to communicate a transition is when an incoming leader has already been vetted and agreed upon by the board.

1. In the best case scenario a possible incoming leader has been identified prior to communication of an impending transition.
2. This allows the organization the most optimal opportunity to get to know the incoming leader and for the departing leader to get the organization ready for a new leader.
3. This type of succession scenario minimizes the unsettledness that can occur when staff and key stakeholders are left to wonder who is going to be in charge of the organization. It and allows those within the organization to have a greater sense of certainty as to who this next leader is going to be.

A great example of this from the research was the succession of Reverend Charles Jenkins to the role of Senior Pastor. Reverend Jenkins succeeded founder and Senior Pastor Reverend Clay Evans, who had ministered at the historic Fellowship Baptist Church for fifty years. Reverend Jenkins was involved for two years prior to his actual assumption of the role of Senior Pastor of Fellowship.

Learning Eight:

Healthy, growing organizations welcome and seek input from the departing leader as to who the new leader should be.

1. This will look differently depending on the context of the organization. For example, in one situation where the pastor had been a Church Planter

and had a tremendous amount of credibility, he was allowed to select his successor. In another situation, the Senior Pastor screened the initial applicants. The resume of any viable candidate was then forwarded to the board, who also served as the search committee in this situation. The board then proceeded with the vetting process of the candidates. In another scenario the departing leader recommended a successor to the chair of the board who then took some time to pray and think through whether he would want to recommend this person to the full board. The Chairperson eventually did recommend the person and the board carefully vetted the prospective candidate. In all of the above situations there is one common denominator, the departing leader had input into who would be the incoming leader.

2. The key factor in allowing the departing leader to have some type of role in the selection of the incoming leader is trust. If the departing leader has demonstrated trustworthiness and integrity over time, the Board and other entities involved in the process are more predisposed to want the leader's input.
3. It only makes good, rational sense that the person who has been carrying out the role be allowed to have some type of input into the selection of their successor.
4. Even in a healthy, growing organization the departing leader must be careful to not communicate that the organization must accept a particular person, in either verbal or non-verbal ways.

Learning Nine:

The departing leader gives the greatest gift to the incoming leader and to the organization they are leaving by resolving any major dysfunctional situations prior to the incoming leader coming on board.

1. The departing leader has a moral obligation to leave the organization better than when they found it.
2. This moral obligation will take courage on the part of the departing leader and the backing of the governing board.
3. Decisions must be made based on what is best for the organization and the furtherance of its strategic plan rather than preferences or perceived popularity of a particular person.

Learning Ten:

Preferred Characteristics Profile of the Chief Executive/Senior Pastor of must be based on three factors stated below in bullet points 1-3:

1. Current Strategic Plan that shows both the strengths and weaknesses of the organization.
2. Personal preference survey of the congregation or key mission stakeholders in the context of a denominational entity.
3. New initiatives that are forthcoming based on the strategic plan and the call of God on the organization.
4. Preferred characteristics should not be solely based on the preferences of a certain constituency, no matter how influential they might be. Nor should they be based on the general thoughts of the constituency whose

views are important but should be taken within the context of the other the matters listed in 1.and 3.under Learning Ten.

5. Actual writing of the preferred profile should be the responsibility of the governing board with input from whomever they deem appropriate.

Learning Eleven:

Ultimately it is the governing body that is responsible for the selection of the new incoming leader.

The Governing Board:

1. Typically has constitutional authority in most religious nonprofit settings.
2. Typically is representative of the broader constituency.
3. Typically the entity that other outside entities, such as the government, hold responsible for the functions and operations of the ministry.
4. Has the biblical underpinning of scripture within the New Testament context as it relates to elders.

Learning Twelve:

Staff can play a role in the selection of the new leader but within specific guidelines and constraints.

Staff can:

1. Provide valuable input to the governing board or whoever has been selected to execute the search.
2. Help to execute on behalf of the selection committee certain aspects of the search.
3. Be asked to be part of the new leader selection committee with voice but no vote.

Learning Thirteen:

Healthy growing organizations carve out a role for the departing chief executive/ senior pastor.

1. Clear boundaries and perimeters must be spelled out by the Board and affirmed by the new chief executive/senior pastor.
2. A period of time needs to take place when the departing chief executive/ senior pastor are totally out of the picture so that the incoming executive/senior pastor can gain credibility with those they serve.
3. Whatever role is decided upon should be evaluated periodically to determine if it is still needed.
4. Role should take advantage of the departing chief executive's strengths. For example, in one of the organizations interviewed, a three year role was created for the departing chief executive/senior pastor who has had an unusual amount of favor with larger donors. Part of this new role included the continued cultivation of these new donors, the transitioning of these relationships to the new chief executive/senior pastor, and the eventual pay off of a two million dollar capital debt.
5. Intentional thought and planning must be put into this new role to make sure it is meaningful and helpful to both the new chief executive/senior pastor and the departing leader, so that it does not become an unnecessary burden on the new chief executive/senior pastor.

Learning Fourteen:

A formal succession plan that has been adopted by the governing board in writing is the best way to ensure a smooth transition.

1. This was one area where the literature I reviewed contradicted the practice of the six entities engaged in the study, in terms having a written well-thought out plan before succession began to take place.
2. Once the plan was initiated, all the participants except for one typically had a written plan that was put into place by the chief executive/senior pastor.
3. Lack of a formal plan in writing can jeopardize the effectiveness of the selection due to the fact that it allows others perspectives to enter the process. These perspectives may not include the best interest of the organization/church, or may be those of individuals who are not as well informed of all the issues as those closest to the organization such as the senior leader, key staff and the board.

Learning Fifteen:

The treatment of the departing leader and their family needs to be done well by extending honor to them for the service they have rendered.

1. Organizations/churches that end well with their departing leader communicate an attitude which demonstrates a value for the service given.
2. Incoming leaders feel more secure in their new role due to how they saw the departing leader was treated.
3. Long time members/stakeholders of the departing leader are more willing to move their loyalty to the new leader if the departing leader is honored and included in the selection process. They also move their loyalty of the

departing leader endorses and promotes the new leader. This was critical in four out of the six transition processes that were part of the research and important in a fifth one.

Learning Sixteen:

The formation of the selection committee is critical in the transition process.

1. Allows for organizational buy in most settings.
2. The governing board should ensure the governing documents are set up to not hinder an effective transition process by insisting on standards and protocols that would not take the process out of the hands of the governing board.
3. The search committee must be given clear guidelines of criteria to look for in a candidate (following the candidate profile developed by the governing board discussed in Learning Ten).

Learning Seventeen:

An outside consultant may or may not be used in the search process. Consultation with outside persons and the broader literature on the topic of a leadership transition by the board is warranted.

1. Prior to embarking on a transition, the governing board should appoint someone to summarize relevant and up to date information on leadership transitions. This role may be the departing leader's function.
2. Two or three outside consultants can be contacted to get their feedback on the transition plan that has been developed.
3. The governing board should develop a plan and obtain feedback from two or three outside advisors.

4. An outside consultant may be used to conduct the search due to time constraints, lack of expertise or magnitude of the search.

Recommendations

Recommendation Number One:

Make the creation of a succession/transition plan a top priority for all organizations/churches regardless of size.

As Tony Morgan and William Vanderbloemen state in their online dialogue on Succession Planning (www.churchleaders.com) "Succession planning is a simple term to a complex solution. It's creating a plan for what happens once you need a new leader…Why is this necessary for churches? The short answer is this: *We are all interim pastors* (emphasis added). Unless we are the pastor when the church closes, or happen to be the pastor when Jesus returns, we are all only in our churches for a temporary stay. And I believe the most critical task for a church leader is to do all that he can do to secure the long term future of the church."

Do we believe these words, or do we simply shrug our shoulders and only think about the here and now? I would implore anyone reading these words to ponder this reality. It really is not about us, but it is about the beauty and effectiveness Christ's church in this world until He comes back.

Recommendation Number Two:

Develop if (one is not in place) a clear and comprehensive strategic plan prior to any transition/succession of the CEO/Senior Pastor.

I recommend a three to five year strategic planning process be included in the life of the church/organization as part of its normal DNA.

Recommendation Number Three:

Review and eliminate any hindrance in process or protocol from governing documents early. Base the review on the following principles:

1. Those closest and most vested in the organization should have the most input into determining who the next leader is.
2. The next leader should be chosen with the thought in mind that this person can build on what the proceeding leader has accomplished but also can take the organization even further than the proceeding leader ever could have.
3. Any process or protocol that would hinder number one and two above would be eliminated.

Recommendation Number Four:

That the departing leader be given a voice into their successor.

The amount of voice and the level of involvement will vary depending on the effectiveness of that leader and the trust that they have earned. However, ending well with the departing leader should never be compromised as it sets the tone for the incoming leader and lays a platform by which the incoming leader can best thrive.

Recommendation Number Five:

The governing board of the organization does not delegate its ultimate responsibility to ensure the future health of the organization it leads.

The governing board must understand and implement a process whereby it maintains ultimate fiduciary responsibility for method and selection of the new chief executive/senior pastor, even if they designate some functions of finding and selecting the incoming leader to another entity (an outside search firm, a board appointed search committee, staff, etc.).

Conclusion

As I conclude the research and summarize my findings in this paper, my heart has leaped for joy. The insights that I believe The Lord has given me over these past several months will not only help this organization, but it also has the potential of helping countless other churches, denominational entities, nonprofits, and ministries in transition. It is my desire that they be found "good and faithful stewards of t which has been entrusted to them" Matthew 25:21.

The greatest gift we can give to a world, which is lost and dying, are healthy and vibrant expressions of Christ's bride the Church. The Church functions under the authority of his Holy Word and will model what it means to lead well in the midst of the growing storms of a world, which is increasingly dark apart from Christ. As Christian ministries let us be people who protect Christ's bride by making sure we do all we can to ensure that those who lead His church are the God ordained, sovereign choices of our Lord, who before the beginning of time knew who should be His under shepherd in any particular ministry. Let us do all we can to exalt a Risen Savior by taking to heart our solemn responsibility to see that we, like the Apostle Paul did with Timothy, "are entrusting to others who will be able to teach others also." (2 Timothy 2:2)

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Appendix One

DRAFT 1-Emergency Succession Plan Policy – April 24, 2014

Executive Rationale

The Great Lakes Baptist Conference/Converge Great Lakes recognizes both the opportunity and importance of having a process in place by which leadership vacancies or emergencies can be addressed in a systemic, God honoring way. Having awareness of the sphere of influence created by its leader and developing a process by which to prevent unnecessary disruptions in the operational aspects of ministry is a vital responsibility of the board. Having a plan in place so to preserve ministry functions provides a platform in which the organization's operational plan can continue in a forward momentum. Through the development of outlines procedures, the ministries and churches directly impacted by a senior leadership vacancy have the propensity to then be minimally impacted.

Justification for Institution

1. Due to a personal crisis such as a health matter, the senior leader would have to take an extended leave of absence which would include complete suspension of exercising their leadership responsibilities. Extended defined as more than 30 days.
2. Incapacitation of the senior leader due to a major health crisis.
3. Death of a senior leader.
4. Departure of a senior leader premature of the three month notice requested for all senior executive staff within Converge Great Lakes.

Foundational Developmental Questions

1. Who is responsible for the development of the Emergency Succession Plan?
2. Upon the senior leader's need to suspend execution of their responsibilities, what critical steps need to be put into place to address this disturbance in ministry operations?
3. Who is responsible for the implementation of the plan?
4. How and when is the effectiveness of the plan evaluated?

Suggested Policy:

Per the bylaws and within the context and structure of Converge Great Lakes, its Executive Committee is responsible for all personnel matters. This committee ultimately reports to the full board. The Executive Committee, in conjunction with the board chairman and upon full board approval, is responsible for the implementation of the succession plan. They are also responsible for the evaluation of the succession plan. This evaluation is to be executed on a quarterly basis. Adjustments to the plan are made at this point upon approval of the full board. Premature evaluation would be necessary in unforeseen circumstances such as the loss of the Interim Executive Minister or a key staff member whose responsibilities overlap with the interim senior leader.

Action Steps:

The following guidelines are enforceable actions steps to be followed in the development of an Emergency Succession Plan.

1. Within 24 hours and with the approval of the full board, the Executive Committee should craft a public announcement that should be disseminated to all major stake holders. This announcement should focus on the following and be constructed in brevity :
   a. Date of departure

b. Reason/s for departure. However, if departure was involuntary and due to moral or criminal activity legal counsel should be sought on the written statement developed.
c. Board's planned next steps. For example a statement such as "Seven days from the date of this announcement the full board will be meeting to implement an Emergency Succession Plan which will ultimately lead to the hire of an Interim Executive Minister. Further updates will be forthcoming as the committee progressing through the steps of the plan.
d. Request for prayer for those immediately involved to include the departing executive, board and staff.

2. Review the Senior Leader current job description and any additional responsibilities known. Make a determination who should fill what roles and for how long.

3. Develop an Interim Executive Minister Job Description which focuses on the critical functions that must be fulfilled. Do not include functions that can be put on hold or assumed by other staff. Determine whether the Interim will have authority to make financial decisions that are $5,000 or less per the policy guidelines.

4. Poll both the board and key executive staff members for possible interim candidates, unless the organization has an Associate DEM on staff. If an Associate DEM is on staff, this person should be contacted first about assuming the interim position, unless this person has expressed interest in being considered for the permanent position to be filled.

5. Develop an Interim Executive Minister contract. This contract should clearly delineate lines of authority, responsibilities and compensation. Assign an appropriate length of time to the contract dependent upon how on long the existing senior leader will be absent.
   a. If the absence of the senior leaders is permanent, implement the severance package agreement which would need to have been developed by the Executive Committee and approved by the full board in advance.
   b. If the permanent absence is due to a health related matter, the Executive Committee should determine whether the senior leader has long-term disability insurance and its terms. In relationship to those terms, the Executive Committee should determine the duration in which the senior leader will be compensated and at what level that compensation will be issued.

6. Personalized phone contact should be made with major donors and ministry partners by the Executive Committee providing notification on the circumstances related to the absence of the senior leader and the next six month plan of action.

7. Determine who the interim will be accountable to and the criteria in which will be evaluated.

8. Implement the Departure Succession Plan in the event the senior leader departs due to relocation to a different ministry or death. This should be done under the direction of the board chairman and the Executive Committee.

Adopted by the Board of Overseers on _________ at the board meeting as noted in meeting minutes.

Signed Date

Chairman of the Board

Appendix Two

Task Force Member Letter and Interview Protocol Instructions

January 21, 2005

Dear Task Force Member,

Thank you so much for being willing to participate in the District Assessment Process. Your contribution is invaluable as we seek together to forge a district agenda that focuses all our energy on carrying out the mission that God has called us to accomplish.

Our next meeting is in Wausau (Saturday, January 29th at 9am-4pm). The Ministry Center is located at 615 S. Grand Avenue Rothschild, WI 54474 and the phone is 715-359-9345.

Please bring your laptop computer (if you have one), the enclosed disk and a copy of this letter with you to our meeting. It includes many of the procedures for our gathering, as well as subsequent responsibilities. By the way, due to the current financial condition of the district, please turn in a copy of all receipts of gas or any other expenses related to attending the meetings. We will be reimbursing actual receipts, not mileage.

Please find your name on the enclosed list. If your name is not part of a sub-group, please contact me immediately. The chairs of the sub-groups are as follows:

- Management
- Multiplication (church planting)
- Mobilization

The Executive Ministry Team and I will serve as resource persons for each sub-group. They will not lead the discussion, but are available to answer questions, provide data, etc.

Dr. Tom Nebel is the resource person for the Multiplication sub-group, *Michelle Terrio* is the resource person for the Management sub-group, and *Reverend Robert Beecher* is the resource person for the Mobilization sub-group. I will serve as a resource person for all three groups.

It is the responsibility of the chair of each group to facilitate the discussions that will take place within each sub-group and to give the oral reports on behalf of each group.

What You'll Find in the Packet: Enclosed are the following items for your review. Please carefully evaluate them prior to the meeting.

1. Sample Survey
2. Summary of the results of the data (on CD-ROM). If your computer does not have a CD-ROM, please let Kris Wood know immediately at 920-233-4149. She will format the

information on the CD-ROM into a floppy disk for you. ONLY DO THIS IF YOU DO NOT HAVE ACCESS TO A COMPUTER WITH A CD-ROM.

3. Functional analysis of the majority of the areas that the district already operates in. This will be on CD-ROM.
4. The actual raw results of the survey. It is set up to view on your computer screen and is over 200 pages. This will also be on CD-ROM in Microsoft Excel.
5. The interview protocol and instructions concerning conducting the interview on CD-ROM in Word.
6. The interview form (on CD-ROM)

The meeting will begin at 9am sharp with introductions and a devotional. Instructions will be given about interview procedures and I will present the first draft of the survey results.
After a late morning break, the assigned sub-groups will begin their work.

What the Groups Will Discuss:

- General discussion on key results of the survey
- Specific application of results - particular areas of focus.
  For example, the Mobilization sub-group will be looking at all the data related to established churches, the multiplication Task Force will be looking at all the data related to the planting of new churches and the Management sub-group will be looking at all the data related to such issues as funding, development, location of the administrative offices etc.
- Specific implications of the data will be identified by Task Force members
  In light of the results and corresponding implications specific issues that need further follow-up for better understanding and clarity will be identified. These issues will be prioritized in terms of what would be essential to be followed up on through the interviews.
- A list of five or six issues will then be presented to the other two sub-groups for discussion and debate as to what seems to be the most critical.
  Actual questions will be developed based on an "open ended question" approach. I will explain this further as we go over the interview protocol that all the members of the Task Force will use.
- The public presentation of each sub-group will take place after lunch and will focus on four areas:
  - *Key results*
  - *Key implications*
  - *The actual questions proposed by each sub-group and rationale behind each question*
  - *Discussion and selection of three or four questions that will be used on interview protocol.*
- Task Force members will be given an interview list of three to five people at the end of the meeting.

Things to know when you make your calls:

1. You will have the final questions, an interview form, as well as, instructions on how to conduct the interview in front of you.

2. Type their comments upon completion of the interview and email this back to the person you interviewed so they can sign off on the interview. They will email or mail their responses to Kris Wood. (mskriswood@sbcglobal.net; 1027 Wright St, Oshkosh, WI)

3. We do not want people to say at the end that they did not say what was recorded. DO NOT RECORD OR DISCUSS ANYTHING WITH THE PERSON THAT THEY SAY IS CONFIDENTIAL, THEY NEED TO KNOW THAT EVERYTHING THEY SAY WILL BE OPEN TO BE SEEN BY THE TOTAL CONSTITUENCY. DO NOT GET INTO SIDE DISCUSSIONS WITH THE PEOPLE YOU ARE TO INTERVIEW. STICK WITH THE QUESTIONS THAT HAVE BEEN DEVELOPED BY THE GROUP. (This will be made clear to them in the correspondence that tells them that they have been selected for an interview.)

4. All interviews need to be completed by March 1 so that when revisions and final changes are made, the person who is being interviewed is responsible - NOT YOU, to send their interview form to Kris. There will be instructions about emailing the form back to Kris. If they do not have email, please mail your interview results to them and enclose a pre-addressed envelope to Mrs. Kris Wood. (1027 Wright St, Oshkosh, WI 54901) **FINAL INTERVIEW RESULTS WITH CORRECTIONS NEED TO BE IN TO MRS. WOOD BY MARCH 15TH.**

Dr. Perry and his staff will analyze the data and the summary of key results will be sent to you no later than one week prior to April 15th and 16th, which is our last meeting date. This meeting will take place at Community Church of Oshkosh. The meeting will begin at 1pm on Friday and end at 12 noon on Saturday.

The approximate schedule for the meeting is as follows:

Friday

1-2:30	Discussion of *Hit the Bulls Eye* book and some of its implications. Dr. Perry will lead instructions concerning the recommendation process.
2:30- 3pm	Break
3pm – 5pm	Sub-groups discuss key results from both the interviews and the surveys. Discuss implications as it relates to your particular sub-group. Formulate recommendations with rationale.
5-6pm	Dinner with the entire Task Force
6pm-9pm	Continue process and finalize recommendations and rationale.

Saturday

8am – Noon	Presentations will be given by sub-groups according to their individual recommendations and rationale. Each group chair will make the presentation. The other two task groups must buy into what is being shared so that there is ownership from the entire Task Force. THIS IS VERY CRITICAL. Presentations will be critiqued and analyzed by the other two sub-groups.

Final Recommendations will be formulated and forwarded to the Board of Overseers for their May 12th Board Meeting. RECOMMENDATIONS SHOULD BE HELD IN THE STRICTEST CONFIDENCE UNTIL AFTER THE BOARD OF OVERSEERS HAS AN OPPORTUNITY TO ACT UPON THEM. Recommendations that require Constitutional change will be rolled out to the constituency at our 2005 annual meeting.

Area meetings have already been set up for May and June. Kris Wood will have the schedule available to you when you arrive for the January 29th meeting in Wausau. As a Task Force member, we need you to attend at least one area meeting. The Overseers are required to attend at least two and my Executive Management Team will be at each of these meetings.

At these area meetings, I will present the recommendations of the Task Force and the timeline for implementation. This will also be repeated at our 2005 Annual Meeting.

Please feel free to contact me directly with any questions or concerns. I am honored that you would be willing to partner with us in this historic effort and genuinely appreciate your time, prayers and support.

With You In His Service,

Dr. Dwight A. Perry
District Executive Minister - Great Lakes Baptist Conference
Call anytime! Cell: 708-670-2630

Interview Protocol Instructions

Great Lakes Baptist Conference – Revisionary Task Force 2005

There are several types of interviewing styles and procedures. As we approach the Interview Phase of our district assessment, please consider and adopt the reasoning in the following instructions.

Guidelines to Ensure Proper Questioning:
The interviewer must work to ensure against interview bias by:

1. The focus of the questions is solely based on the stream of information that resulted from the survey or other empirical data. The surveys reveal areas of interest that need to be further explored.
2. Questions should be open ended in nature. In other words, interviewers should stay away from questions that have yes and no answers.
3. How questions are asked will make a difference: A written protocol is always acceptable practice to guard biases. But, even with a written protocol, bias can be interjected into the process, depending on such subjective areas as voice inflection and the context that introduces the question.
4. The interviewer needs to be careful to ask the same question to each person interviewed in the same way.
5. Maintaining strict adherence to the protocol is essential in limiting bias as much as possible. There is always going to be some level of subjectivity - even in the best quantitative studies. They are usually built on some underlying presuppositions, which create the context out of which the data is evaluated; however the researcher must do everything possible to limit bias.
6. Follow-up questions will vary from the original lead question. However, they should not take the interview down a path that has nothing to do with the original research concern.
7. Interviews should be timed. For the purpose of this interview, please allot no more than forty-five minutes. Make sure you are working through the questions at a good pace but do not spend an inordinate amount of time on one question to the detriment of another.
8. The people on the Call List were randomly selected from every fourth survey within the perspective population sample. (i.e. every fourth pastor)
9. Those selected for an interview will be contacted prior to the task force receiving their names.

10. Each task force member will receive between three and five names to be contacted during the month of February. (All interviews are to be conducted in the month of February.)
11. Interviewers will input the data on the GLBC Assessment Interview Form and then email this form back to the interviewee for their approval. If they do not have email you will need to send the form via mail to the interviewee, with a self addressed stamped envelope that we will provide, to be returned to Kris Wood. (1027 Wright Street, Oshkosh, WI 54901)
12. It is the responsibility of the interviewee to either email or mail their approved interview to Kris by March 15th.

Thank you for investing your time in this project.

GLBC Assessment Interview Form [Sample]

Date of Interview:

Interviewed By: Interviewer's phone:

Name	
Address	
City/State	
Phone	**Email**
Church Affiliation, (Church Name/City/State)	
Role *Circle one:* Pastor Pastoral Staff Pastor's Wife Church Member Board Chair	
Level of current involvement in GLBC	
Years with GLBC	

There will be 6 questions for each interviewee to answer.

Question 1: (Question will be written out)

Response to Question:

Question 2:

Response to Question:

Please type in all answers and email/mail to the interviewee when completed.

Appendix Three

GLBC Revisionary Task Force Recommendations 2005

Revisionary Task Force Recommendations 2005

There are three subgroups with a total of 27 recommendations

Mobilization Recommendations and Rationale

Subgroup facilitated by Stu Dix:

Members include: Bekki Anderson, Bob Beecher, Roger Inouye, Rod Larson, John Palutke, Steve Patrick, and Cynthia Perry

Objective: To develop & nurture strong leaders who will equip healthy churches to mobilize and to reach their communities for Christ.

	Recommendations:	**Rationale:**

	► **That the district come alongside each of her member churches in the creation of part-time positions known as Area Ministers.** ► That each of the areas of the district have an Area Minister. The role of Area Ministers would include: • Being the intentional "face and voice" of the district in the lives of our churches. • Living in each of the district area • Being gifted in leadership, teaching and discernment • Coming alongside our pastors and ministry saints to provide resources, training, and help in times of crisis. ► That the Area Ministers, by being Mini-DEM's to each area, will oversee that ministry takes place and will be focused on each church in that particular area. This will occur along with the LEAD teams, an intense mobilization process and other district ministries, such as: women, youth, loan and investment, estate planning, financial and administrative support, and church planting.	► The way we do ministry as a district can benefit from these **Area Ministers** because of the following: • Our district is larger than it was twenty years ago and means one person, the DEM, can no longer be the only "face" of the district. We must decentralize to meet the diverse needs of our churches. • The DEM's role must be as the catalytic and visionary leader of the movement, who comes alongside other movement leaders, including these Area Ministers, to empower them to impact each individual local church with training, resourcing and connecting. • We have an extremely diverse district a no "one size fits all approach" is the most effective way of coming alongside each church. • This change will allow for more genuine relationships to be created and for churches to have contact and care on a regular basis. • The former paradigm in ministry was to have people come to meetings; with the emphasis on the meeting place as the primary venue where relationships and connections would be built between the district and the church, the new focus is leaders coming alongside leaders in their context, encouraging them to accomplish Christ's mission in the communities God has called them to reach. • There are many resources available to churches outside the denomination. Our niche as a district ministry must be the intentional and intensive connecting with our churches.

	► **That an in-depth intentional mobilization process be developed to assess the health and vitality of our churches**. ► That one church, per LEAD team, per year undergoes a comprehensive assessment.	► We will need a variety of ways to bring revitalization to the district. An in-depth and comprehensive mobilization process is critical and will include: an assessment phase, a coach's certification component, an assessment of what type of coach is needed with a church that is going through the mobilization process and an intentional system that is designed to continue to come alongside the church once the mobilization training is completed. ► To help churches identify needs, set goals, create vision and follow through to meet those goals.
	► **That staff speakers visit the churches that have undergone the assessment to evaluate leadership structure and needs.**	► This will provide a positive connection with the laity (ministry saints) and district leadership. It will strengthen the understanding of effective leadership structure in the church.
	► **That every pastor and interim pastor be on a LEAD team. We aspire toward 100 % participation of pastors within the district to enjoy camaraderie and partnership in ministry, each church having pastoral representation**. ► That the LEAD team structure is a key component to ongoing leadership development in the district. Those churches that experience pastoral vacancies will work with the district leadership in finding a candidate who would not be opposed to being part of a LEAD team. Pastors who are already installed and who are not in a LEAD team will be asked by their peers to consider becoming part of a team.	► This is only one part of the delivery system that the GLBC will be using to provide connections between churches and the district. The Area minister as well as the various other ministries of the district will serve as a basis of contact and connection. ► The purpose of the LEAD teams is to be the vehicle by which pastors can develop relational connections with other pastors and churches and to cultivate a missional vision that goes beyond their own churches.

	► **That churches seeking a pastor will work with the GLBC to find pastors who will lovingly lead their people toward mission for Christ.** ► Based on the GLBC mission statement, we are asking our churches to covenant with the district that they will choose a candidate who demonstrates a commitment to being part of a lead team as well as being committed to helping lead their church to greater district involvement in joint mission. “GLBC is a district that comes alongside each of her member churches in helping them accomplish Christ's mission in the communities that God has called them to reach."	► Leadership is the key to effective change. The LEAD team system is committed to developing effective leaders. ► Pastors who have a kingdom vision are more effective in their leadership because they are *outward* instead of *inward* focused.

	► **That the district ministry to women will be two-fold: ministry to Pastors' Wives and ministry for the women in their churches.** (Continued…) ► That every church in the GLBC will have a vibrant and growing women's ministry. • This is defined by the church having a minimum of 75% of their women involved in some type of an on-going personal Bible study, as well as reaching out to those who do not know Christ and discipling these women in the faith. ► That in order to facilitate this, we recommend that the district hire a Director of Women's Ministry. This director will also be creating targeted ministries, such as the LEADnet ministry and other ministries specifically for our pastors' wives. ► That the district ministry be led by each of the areas women's ministry directors who would work with the churches in their area. • Budget for each area would be raised from the churches in the prospective area, as well as from the overall general district budget. • Each area director would receive a stipend and ministry expense allotment. Focus of these area ministries will not be on events, but on training and equipping the volunteers from each church in how to carry on a viable women's ministry within their own churches.	► In the assessment, two of the three weakest areas in our district were ministry to women and to pastors' wives. ► This will strengthen the women's ministry in the district and provide better communication for women's ministries. GLBC will resource each church to develop women's ministry through this structure.

	► That each church in the GLBC will have a vibrant and growing youth ministry. • This is defined as youth doing evangelism, discipling other young people and studying God's Word together. The focus of the district youth ministry is on the training and development of both lay and professional leadership for this task. Its measurable outcome will be to resource both lay and paid youth workers in the area of resources, training and coaching in how to do an effective youth ministry. ► Part of the funding for this initiative will come from the area leaders' own church. It is our hope that particular churches per area will contribute five hours a week of their youth pastors' time to provide leadership to their particular area in youth training and resources. • Funding will also come from the district youth ministries budget. • The tri-annual mission trip will continue to help resource ministry to youth on a district level.	► To strengthen youth ministry in the district, with better communication and provide resources for developing strong youth ministries.

Multiplication Recommendations and Rationale

Subgroup facilitated by Glenn Herschberger

Members include: Mike Ball, Mike Evans, Bill McEachern, Lori Nebel, and Tom Nebel

	Recommendation:	**Rationale:**
	► That the GLBC general budget reflects an emphasis on the mission of church planting. • We recommend that a four year plan be developed that will bring the general budget in line with the priority of church planting within our mission. • Staff costs, program costs, and ministry expense costs will need to be consistent with the high value of the church planting movement in the district.	► Survey respondents say that church planting is the most highly rated ministry we are currently performing. This viewpoint is nearly tied with the importance of mobilizing existing churches. Our structures, resources and personnel need to be aligned with this reality, as well as priority sense of mission.
	► That a succession/transition culture and plan for the CP director be developed, including institutionalizing the salary of the CP director. We recommend that a four-year plan be put in place to transition the monies that are currently raised as “designated income” for the Director of Church Planting and placed into the general fund. ► That there would be a creation of a subsidized continuing education track for church planters that help to resource them past the first year of their launch.	► The sudden departure of personnel could jeopardize the effectiveness of our movement by not having built in resources in our core ministries budget to sustain the office of a Church Planting Director.
	► That a system be developed that works with and develops resources and coaches for “toddler churches” who are two-five years past their launch and have not hit the critical number to be self-supporting by the time their support base is concluded.	► We have been superior in launching new churches; however those who do not become self-supporting by year two tend to struggle. We need to discover viable methods to get these churches to a place of health and vitality. ► Currently, there is no system or budget to help develop leaders of toddler churches. First Steps, Next Steps, and other training opportunities can build stronger churches.

	► That the DEM and leadership of the GLBC would only recommend pastors for placement in our district who demonstrate a history or willingness to personally participate in church revitalization and church planting efforts within the district.	► We need pastors and churches to all be pulling together in this movement.
	► That a communication video/DVD should be created at least every other year that will communicate the vision and mission of the Great Lakes Baptist Conference and will highlight all four of the major areas of ministry (multiplication, mobilization, administrative support and the Loan and Investment Fund).	► Will aid in recruiting planters and pastors, raising funds, promoting the parenting of churches, and be a significant tool for informing, connecting, and encouraging our constituency.
	► That a system would be developed to bring church planters routinely into established churches through pulpit exchanges and that established church pastors are brought into the pulpits of new churches.	► To ensure that we consistently look for ways to inform, connect and bridge the gap between our churches.
	► That district representatives visit church plants twice per year for the first two years.	► This further ensures opportunities to build bridges, information, and loyalty between the district and its constituency.
	► That church planters are required to submit to a support raising coach with the goal of achieving full support.	► This reduces risk and stress on many levels.
	► A system of support for church planter wives must be developed.	► This will enhance church planting success, provide for needed care, and develop a foundation of support relationships within the GLBC.

Management Task Force Recommendations and Rationale

Subgroup facilitated by Bill Bartel

Members include: Don Erickson, Larry Szyman, Kathy Setter, and Michelle Terrio

	Recommendation:	Rationale:
	► That a comprehensive plan for communication and connection be developed: This connection must go beyond, but work in cooperation with the pastor: Training, resourcing and support for both clergy and laity are critical.	► The number one area that stood out in the assessment was the need for the district to connect with not only the pastors, but with the churches and the laity (ministry saints). ► 90% of the laity (ministry saints) who responded in the survey said they had very little or no connection to the district. ► This is the one area that the GLBC can do that other agencies and ministries cannot. We are to be the relational arm to our churches.
	► That the district focus on developing a diversified funding plan that does not solely rely on free will giving from our churches. ► That strategic partnerships with outside vendors and ministries be developed that can bring alternative funding to the district such as the relationship we have now with www.amazon.com.	► The mission of the GLBC suffers due to the fact that within our Baptist polity, we do not currently require that every church give a certain percentage of their mission dollars to the overall mission of the GLBC. Funding is primarily from our churches through free will offerings. ► Funding from our churches is not all that it could be. We have several churches who do not give anything to the core ministries of the district and several who are giving well below their capacity. This will improve as we come along each church and help them fulfill the mission that God has called them to accomplish. However, this provides a weak financial foundation for the ministry. ► Cultivation of individual donors, major donors, estate planning and bequests, as well as strategic partnerships with other vendors and other ministry partners will ensure a much more rounded funding plan.

	► That a suggested percentage of every church's mission budget be given to the overall mission of GLBC.	► We are not looking for some type of "minimum giving" to the district. What we are looking for is the visible demonstration of our churches' commitment to the mission that God has called us to accomplish together. If this mission and vision, along with its implementation, are not clear, than we do not deserve the continued support of the churches.
	► That the district create an executive level position called the Director of Communication and Development which would focus on creating, implementing, and overseeing a comprehensive list of individual donors, church development and alternative funding strategies.	► In order for this district to turn around financially we must do more than cut expenses and beg during times of crisis. As a district, we must focus our limited staff and financial energy on core areas that will help us achieve the mission. Having an office that focuses on this area is critical to the carrying out of this very important agenda.
	► That connections and training for our churches come through three primary delivery systems: • LEAD Teams [L=Learn; E=Encourage; A=Achieve; D=Dream] • Mobilization Process and systems • Area Ministers	► LEAD teams are like family doctors. They are there to provide on going support and health for the pastors. ► The Mobilization Assessment process is like a specialist. Those who are involved in working in this area are called in to diagnose and treat a particular issue. ► The Area Minister is like a husband. He provides the on-going, intensive care and training for not only the pastors, but also for the laity (ministry saints).

	► That a position of "Associate Executive Minister for Mobilization" be implemented. • The primary purposes of this role are to equip, encourage, train, and integrate the ministry of the Area Ministers • Supervise and oversee the in depth mobilization process • Integrate the LEAD teams as the primary pre-assessment tool before a church becomes part of the formal district mobilization process. • This individual will be working with the national office of the BGC to bring revitalization to those established churches that have either plateaued or are declining.	► The data and feedback from the constituency clearly shows the high need for revitalization, training and resourcing of our established churches. We need to structure ourselves as a district to make this a high priority as we seek to fulfill our mission of coming alongside each of our churches in helping them fulfill Christ's mission in the communities that God has called them to reach. ► This does not mean churches outside of the LEAD teams will not be able to participate in the mobilization process. The primary pool from which we draw from in terms of potential churches that will be involved in the mobilization process, will be out of the context of the LEAD team structure.

	► That the Board of Overseers is increased in size and that the makeup is changed to reflect specialized areas. • The four areas are: Multiplication, Mobilization, Communication/ Development and Finance/ Administration and each will be represented by at least 3 board members, with gifting in that area. • Total number of board members will fluctuate between 15 to 25, depending on the needs of the board on a yearly basis. • Pastors should make up at least one-third of the board. • There will be representation from each area of the district. Areas would still have a minimum of one person however; the district board of overseers would not be restricted to the same amount per area. There would be no change in the terms of office. Each overseer would still potentially be able to serve two consecutive terms of three years each, but must step down at the completion of the second term, for at least one year. (continued)	► This streamlines the costs of operating on a district level and also positions the Board of Overseers to be a much stronger leadership board, as more and more people, who are passionate in this area, are recruited to the Board. ► It also allows the freedom to bring on more lay persons (Ministry saints) whose expertise in the funding area as well as, some of the other areas of leadership.
	• The Executive Committee shall be made up of a chair, vice-chair and secretary, as well as two other at large members that will represent the board between meetings. The Exec. Committee will function as the Personnel and Nominating Committee for the district. • The functions of the Ministry Resource Committee, Conflict Resolution Team, Affiliation, and Church Planting Committee will be reallocated to one of the four ministry areas. • The Board would meet three times a year instead of five.	

	► That the various committees of the district, Ministry Resource Committee, Conflict Resolution team, Affiliation, Church Planting Committee and Nominating Committee be eliminated.	► Since many of the functions of these committees will be assumed by the board of overseers or staff they will not be needed.
	► That the Loan & Investment Fund of the Great Lakes Baptist Conference increases its assets and is promoted to our entire ministry family.	► It is an important service to our churches ► It is part of coming alongside our churches and helping them grow. ► This has been a well kept secret that we no longer kept hidden.
	► That the chair of the Loan and Investment board be automatically placed on the Overseers board. ► All Loan and Investment board members must be members in good standing of a GLBC church and must be recommended by the Board of Overseers to the Baptist General Conference for election at the annual meeting.	► This board will have a closer working relationship with the Board of Overseers.

<u>Introduction to The Office:</u>

a. Having an office is critical:
   - The biggest benefit to having an office is the opportunity for synergy between the staff members; giving them a place to connect, exchange ideas and strategize. Having face-to-face contact is a positive force for communication and cooperation. Having all the staff in the same place is important for time management and efficiency.
   - Having a "home" for central operations provides an identity for the GLBC, an initial place for donor contact, storage of equipment and documents, and a place for general office work to take place. A place for establishing donor relations is beneficial.

b. What we need:
   - Initially, the facility needs to house a staff of approximately 6, with a conference room, restrooms, large work area and a kitchenette. Start with a team center. Future needs will determine if there is a need for a change. Meetings and workshops can be held in member churches; this has the added benefit of making another connection with them.

<table>
<tr><td></td><td colspan="2">c. Where it should be:
• Following the new paradigm of the district going to the churches, and that the team center is primarily for staff needs and donor relations, and that there will be little call for the churches to come to it, the location shouldn’t matter to the churches.
• If the relationship is established first, location becomes less critical.</td></tr>
<tr><td></td><td>► That the office be relocated to the Madison area.

► That the timing for relocation of the office will not transpire until the conditions listed under Rationale (at right) are fulfilled.

► That unless the Lord supernaturally addresses those areas, this move will not happen for two to three years.</td><td>► Madison has long-term appeal with the opportunities it provides in culture, education, employment, and transportation.
► The highway system provides easy access to and from all parts of the district.
► It is closer to the current church growth area and has potential for more growth.
► The financial condition of the district is turned around. This means that the operational debt has been cleared up, the line of credit debt has been cleared up and there is an operational reserve of at least six months of general income.
► That the LEAD team structure be retooled so that it is accomplishing its stated mission of connecting pastors together and giving them a kingdom agenda beyond their individual churches.
► That the mobilization process is implemented and up and running in terms of a systematic and intentional course of action by which we focus on established churches and their revitalization.
► That the Area Minister model is implemented in at least one or two areas of the district, on a prototype basis, so that it can be field-tested.</td></tr>
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Appendix Four

GREAT LAKES BAPTIST CONFERENCE OPERATIONAL PLAN

The operational plan of the Great Lakes Baptist Conference seeks to put flesh to the bones of our twenty seven initiatives. Its focus is to be as specific as possible as to how each of these objectives that will be accomplished within the four years that Dr. Perry has remaining on his term in office.

These benchmarks, and the achievement of these benchmarks, will be used to guide the ministry of Great Lakes District Conference in the near future and provide a framework out of which the district and he as the Executive Minister will be evaluated in terms of their effectiveness.

MOBILIZATION

Recommendation 1
That the district comes alongside each of her member churches in the creation of a part time position known as an *Area Minister*. The district ministry is twofold as it relates to our churches: *1*. We are committed to coming alongside our churches in helping them to mobilize resources to reach and penetrate their communities for Christ. *2.* We are also committed to helping our churches become church planting centers of renewal through the planting of new churches that would be able to reach out to people in their surrounding communities who need the Love of Christ.

Projected implementation:	Projected Costs:	Further Explanation
• 2005-2006 Job description is completed by September 2006/2007 ministry year: first area minister is appointed. • 2007/8 two other area ministers. • 2009/10 two more area ministers • 2010/11 two more area ministers. • 2011/12 final two area ministers.	• Projected cost on a yearly basis $135,000 which includes salary and ministry expenses. This is the cost of the area minister ministry once it is fully operational in each of the nine areas. These costs once established will increase due to increased travel costs and incremental salary costs • Yr One 2006-2007 One area minister is selected • $15,000 includes salary and ministry funds Funding sources • 60 % from the area that is being served • 40% to come from core ministries budget	Scope of ministry • Seasoned minister, excellent people and leadership skills, • Fund raising skills in terms of working with churches and individuals. • Gift mix leadership, discernment, teaching • Must be a strategic thinker

Recommendation 2:
That an in-depth intentional mobilization process be developed to assess the health and vitality of our churches:

Project Implementation:	Projected Costs:	Explanation

2005/2006 • Full blown mobilization system in place • By the end of the 2005/6 ministry year. Local churches will be responsible to pick up 80% of the cost of honorarium, travel and lodging for mobilization coach. The district will pick up the additional 20% but only if the church completes the process. Reimbursement would take place at the end of the process.	• 2005/2006 Budget is $1000 to launch process within the district • 2006/2007 is $3000 dollars primarily for training & development of coaches • 2007/2008 $4000 will be primarily for the training & development of coaches. • Cost will increase after this due to the fact that underwriting some of the cost of the coaching will begin to take affect in the year 2008/9. • Cost cannot be projected at this point due to not knowing how many churches would have completed the process by this time.	I. Mobilization process includes: A. Assessment 1. this phase includes pre-assessment in order to determine readiness of the church and pastor to undergo a mobilization process, 2. in depth assessment of the church in terms of it's areas of strengths and weaknesses B. Training – The use of the Retool kit is the focus of this part of the process. Coaches also are available by phone for application consultation. C. Implementation – A coach will be provided to help the church after the training phase for up to two years after the initial training is completed in order to apply what was learned during this phase. 1. It is conceivable to have one coach who is involved in the assessment and renewal phase of the coaching, and another who is involved in the strategic directional component of the training and the implementation afterwards of the retool kit training. 2. We will try to find coaches who are gifted in at least two of the three major phases however. II. Development of Mobilization coaches A. Five Mobilization coaches to be trained during the 2005/2006 ministry year in all three areas of the mobilization process however the giftedness and background of the coach will determine what area they are asked to focus upon. B. Mobilization Leadership Team is solidified also during the 2005/2006 ministry year C. LEAD Teams are the primary focus during the first three years of the initiative D. Different level coaches trained in every area of the district by the year 2009 E. Need to average 5-6 trained coaches per year in order to reach minimum of 20 by the 2009/10 F. These coaches will be trained in all three phases of the consulting relationship however they will be deployed in the areas of their greatest giftedness and passion.

Recommendation 3: That Staff speakers visit the churches that have undergone the assessment phase to evaluate Leadership structure and needs.

Project Implementation:	Projected Costs	Further Explanation:
2005/6 Ministry year • Executive level staff members (Executive Minister and the Associate Executive Minister of Mobilization) are committed to speaking on Sundays in 55-65 of the GLBC churches during this ministry year. • Coordinating with this intense speaking schedule will be speaking and training in our churches apart from weekend ministry. • Churches that go through the assessment during this ministry year and thereafter will be automatically engrafted into the speaking rotation. This will ensure that in conjunction with the weekend responsibilities, there might be some ongoing assessment of the Leadership structure and the GLBC staff can help begin to strengthen the overall Leadership needs of the church. • Leadership development of pastors and laity is a high priority of the Great Lakes Baptist Conference.	• Staff and personnel cost as well as • Travel cost for the staff will be 7000 dollars in the current ministry year 2005/2006	• More staff speakers will be added once the area ministers are added. • Church interaction will increase to 100% by the year 2011/12 when all the area ministers in place. • Vision casting, interacting with the Leadership and communication of district vision to laity and church Leadership are critical components to these weekends. • Assessment of Leadership needs and other church related needs is also a key component of these weekends.

Recommendation 4: That every pastor and interim pastor be on a LEAD Team. We aspire toward 100% participation of pastors within the district to enjoy camaraderie and partnership in ministry, each church having pastoral representation.

Project Implementation:	Projected cost:	Further Explanation

2005/06 Ministry year • Every new GLBC pastor will be asked by the District Leadership to consider being part of a LEAD Team. • At the "new pastors' dinner" before the annual meeting, the purpose of the LEAD Teams will be explained in detail. • Orientation will take place for all new pastors during this time. Pastors who do not attend the New Pastors Dinner and Orientation will receive a personal orientation from someone on the executive staff of the District. • LEAD Team coach will also personally invite a new pastor within the first two months of their assignment at the church.	• LEAD Team subsidy $4200 from the core ministries budget • LEAD Team operational cost from each LEAD Team. This will vary with each LEAD Team. Each LEAD Team has their own income line item in the designated area of the GLBC budget. Individual budgets are developed by each LEAD Team. • New Pastors Dinner and Orientation $900 • These costs will go up as LEAD Team ministry is expanded and more LEAD Teams are developed or existing LEAD Teams increase in size.	• Purpose of LEAD Team will be clarified and put in writing 2005/2006 • All LEAD Teams will be asked to focus on two main functions: Learning and growing together as pastors/ leaders/friends as well as becoming a Team of individuals who are directly involved in a missional endeavor that transcends their individual churches and ministries and can only are done as they work together. • All LEAD Teams will have a compelling missional vision that is consistent with their ministry context. *Doing something together that is contextually relevant and requires them to dream together to accomplish the task.*

<u>Recommendation 5:</u> Those churches seeking a pastor will work with the GLBC to find pastors who will lovingly LEAD their people toward mission for Christ.

Project Implementation:	**Projected cost:**	**Further Explanation**
2005/06 Ministry year • A written placement process from start to finish will be put together as a recommendation for all GLBC churches.	One of primary responsibilities of the Executive Minister. He is involved in coaching and training each search committee that is setup, screening and recruiting potential candidates and helping the church develop both a congregational and community assessment in order to determine mission match between potential candidates and the church. Staff time and costs related to this endeavor.	• This process will include assessment of church and community. • Some level of revisioning or refocusing process as well as, intense involvement by district personnel in helping the church going through pastoral transition.

<u>Recommendation 6:</u> That the district ministry to women will be two-fold: ministry to pastors' wives and ministry to women in their churches. : That every church in the GLBC will have a vibrant and growing women's ministry.

Project Implementation:	Projected cost:	Further Explanation:

2005/2006 Ministry year – • Introduction of LEADnet and new women's ministry model to each area of the district – Area meetings, email newsletter, conference training opportunities will be used to accomplish this objective. • Goal – That the foundation is laid in each area for the development of a team leader and an area operations team. Foundation for possible LEADnet ministry in each area. 2006/07 Ministry year – • LEADnets' or connecting points for pastors' wives established in three areas. Fully functioning operations teams in each area with leader selected. Women's ministry training and curriculum selected. Development and finalization of a speakers team for the district. 2007/08 Ministry Year – • Permanent Director of Women's ministry hired on a part time basis. • Development of two additional LEADnet Teams or connecting points for pastors wives. Area teams are operational, fully up and running. • Targeted training events scheduled 2008/09 Ministry Year – • Continuation of the development of area operational teams, strengthen funding base, further development of three additional LEADnet groups or connecting points for pastors wives established in three additional areas.	• 05/06 – $12,000 • 06/07 – $18,000 • 07/08 – $24,000 • 08/09 – $32,000 • Includes small stipend for area leaders, and stipend for women's ministry director. • Travel and logistical set up.	• That at the end of four years, each area who so desires, will have a fully functioning LEADnet ministry for the pastor's wives • That at the end of four years, each church in the GLBC who so desires would have a fully functioning women's ministry as defined by strategic directive number six

Recommendation 7.
That each church in the GLBC will have a vibrant and growing youth ministry.

Project Implementation:	Projected cost:	Further Explanation:

• Focus of the District youth ministry has shifted from students to leaders. Training of leaders whether lay or professional is the critical strategy that this directive seeks to address.
• Strategic partnerships with such groups as Son Life, Youth Specialties along with Young Life and Youth for Christ will be explored vigorously.
• Training and development of competent, caring and called youth workers is foremost in this process.
• LEAD Teams for Youth Specialist (persons whether lay or professional whose ministry focus is youth) will begin to be developed.
• Center for Youth Leadership development needs to be implemented
	Funding for this initiative would come from four primary sources:
	• Triennial Missions conference
	• Individual churches releasing highly qualified youth specialists 3-5 hours a week to donate time to being involved as a regional trainer for their area Core Ministries Budget
	• Regional Youth Ministries training events
	  • 05/06 – three events – $600
	  • 06/07 – four events - $800
	  • 07/08 – five events - $1000
	  • 08/09- six events - $1200
	
	The funding for these events would come primarily from the event itself.
		• 2005/06 – Objective: Develop regional training activities that focus on necessary critical competencies for an effective youth minister.
		• Develop a minimum of two strategic partnerships with specialized youth resource ministries
		• Develop resource website for all GLBC youth specialists as a link to glbc.net website Develop and resource Regional trainers who will work with churches in each area to help resource and provide training for youth specialists in each area. The goal would be to secure two in the 05/06 ministry year.
		• 07/08 – Additional two regional trainers added
		• 08/09 – Additional two regional trainers added

MULTIPLICATION

Recommendation 1: That the GLBC budget reflects an emphasis on the mission of church planting

Project Implementation:	Projected cost:	Further Explanation:
• Beginning in the 05/6 Core Ministries budget sequential increase in the core ministries budget with the goal of 37% compliance by the year 2009. • 05/06 – Develop and implement a plan by which beginning in the 2006 fiscal year recommend the enfolding totally of the Director of Church Planter's salary and budget items. • 06/07 – Increase funding in the area of recruitment, training, assessment and parenting new churches. • 07/08 – Increase funding in the area of recruitment, training, assessment and parenting new churches. • 08/09 – Increase funding in the area of recruiting, training, assessment and parenting new churches	With Approximate Percentages: • 05/06 18% • 06/07 35% • 07/08 36% • 08/09 37%	• Broader funding sources must be developed. • Monies from strategic partnerships, along with foundations for research in the area of church planting, along with increased time and energy of the Associate Executive Minister for Multiplication and the Executive Minister needs to be devoted to raising funds to underwrite the core ministries aspect of the movement. • Administrative fee structure also needs to be analyzed as well as any other additional potential funding sources.

Recommendation 2: That a succession/transition plan be put in place to transfer the monies currently raised for Director of Church Planting into the core ministries budget.

Project Implementation:	Projected cost:	Further Explanation:

• Immediately over the course of the 05/06 ministry year • Top priority initiative for the 05/06 ministry year.	• $50 for direct appeal, donor interaction, informational meetings, direct mailings to donors, plus staff time and cost	• Strategic directives suggested a four year transition in this area. • This needs to be moved to occur within one year. • Donor meetings, strategic mailings to existing donors. • Informational meetings with existing donors will be implemented to get sign off of this initiative. • Also the possible integration of strategic partnership monies will be targeted as well. • Other funding sources such as admin fee need to be explored to be used to underwrite this expense. • Clear expectations need to be established for the office of church planting in terms of expected level of contribution to be raised by that office on a yearly basis.

Recommendation 3: That a system be developed that works with and develops resources and coaches for "toddler churches" (these are churches who are two-five years past their launch and have not consistently met their objectives in terms of reproducing disciples, leaders, cross-culturally and new churches.

Project Implementation:	**Projected cost:**	**Further Explanation:**
• We need to first of all look at our cumulative experience in this district which is significant and analyze what are the risk factors associated with these types of churches. • Employment of focus groups of both church planters and laity, survey and the integration of relevant precedent literature (For example, Dr. Nebel's excellent book *Church Planting Landmines*) should be utilized to help us to get a handle on what are the unique needs of these type of churches.	• 05/06 ministry Staff Time plus cost for research, mailings and focus groups $500 • 6/07 Coaches training and resource $1000 • 07/08 Coaches training and resource $2000 • 08/09 Coaches training and resource $ 3000	• During the subsequent ministry years: 06/07, 07/08, 08/09 the development of appropriate systems and training for churches and leaders of these churches needs to be developed. • Monthly tele-class for toddler pastors to call in and discuss one another's ministry and to be resourced.

Recommendation 4: That the DEM and the overall District Leadership would only recommend pastors for placement in our district who demonstrate a history or willingness to personally participate in church revitalization and church planting efforts within the district.

Project Implementation:	Projected cost:	Further Explanation:
• Immediately. • Look at the placement process in the district in order to ascertain whether or not it asks specific enough questions in each of these areas. • Develop one hour training for search committee that would incorporate a more intentional focus on both of these areas. • Review *Ministry Connect system to ascertain the viability of its continued use in the district.*	• Staff time and travel with some materials cost for the development and implementation of training course for search committees. $50	Even though this will be implemented immediately this is a change of paradigm for our district that will take some time. The Executive Minister and his staff cannot impose this value; it must be caught and owned by the churches. This is where LEAD Teams also can help in reinforcing this value, along with appropriate and prompt response by the district to our churches in this area.

Recommendation 5: That a communication video be created at least every other year that will communicate the vision and mission of the Great Lakes Baptist Conference and will highlight all four areas of ministry: mobilization, multiplication, administrative support and loan and investment.

Project Implementation:	Projected cost:	Further Explanation:
• Immediately. • This video needs to be completed by January 2006 to be used in our home informational gatherings and our church celebration dinners in the spring.	• Staff time plus actual production costs: approx. $3000	• An upbeat 8-12 minute approach, this video will focus on all facets of the four major ministries of the GLBC: Mobilization, Multiplication, Management and Finance/Administration • It will show how the GLBC comes alongside its member churches in order that they can better reach their communities. • The video can be used to recruit planters, pastors, donors and teach new people about our district through membership meetings.

Recommendation 6: That a system be developed to bring church planters routinely into established churches through pulpit exchanges and that established church pastors are brought into the pulpits of new churches.

Project Implementation:	Projected cost:	Further Explanation:

• Immediately. • By the end of the 05/06 ministry year, the Associate Executive Minister along with the Executive Minister will have not only developed the plan by which this takes place, but created ownership of that plan within our new and established churches.	• Staff time and email contact	• We need to think of a way to promote this in such a way that is movement oriented and people can see for themselves the value of this type of relational connect. • This will be announced at the Annual Meeting as a major new imitative.

<u>Recommendation 7:</u> That district representatives visit church plants twice per year for the first two years of their existence.

Project Implementation:	Projected cost:	Further Explanation:
• Immediately. • The Executive Minister along with the Associate Executive Minister for Multiplication will put together a plan with specific personnel in mind to see this objective accomplished. • Travel plans and planned interactions between district representatives (staff and overseers) will be the focus of this interaction. • A specific grid will be developed that each district representative will have in their possession that will guide their interaction with the new church plant. • A system of collecting relevant information will be implemented in order that we might better serve these new churches	• Staff time, travel (part of the travel will be picked up by overseers own church or personally as a gift in kind to the district). $500 dollars in addition to the amount mentioned to come from overseer's home church and gift in kind donations by the overseer him or herself.	• These times of interaction are not to be times where district representatives are coming to form value judgments of this new work, but to simply inform the leaders of this new work of our commitment as a district to help resource them and encourage them as they are launching this new endeavor.

<u>Recommendation 8:</u> That church planters are required to submit to a support raising coach with the goal of achieving full support.

Project Implementation:	Projected cost:	Further Explanation:

Immediately Some type of reporting process needs to be developed in order to document the quality of interaction and the correlation of expected outcomes.	• Staff time, travel for the support raising coach and materials. • Much of this cost will be absorbed through the church planter's work funds. • Other additional sources need to be identified. • Parenting churches and LEAD Teams can also help absorb some of the cost in this area.	Church planters will be given a specific timeline whereby they must attain full support status. This support status can come through a combination of direct support from donors, spousal support or bi-vocational endeavors. It is the goal however of this process to help the church planter to achieve a higher level of direct support so that outside vocational options which would pull his focus away from the energy needed to launch the new church are minimal. We are not saying that outside vocational commitments are bad or should never be utilized but what we are saying is that they should be strategic in nature (they are being used to connect with the non churched) and not just something that the church planter is forced to do.

Recommendation 9: A system of support for church planter wives must be developed.

Project Implementation:	**Projected cost:**	**Further Explanation:**

• Over the next four years specific training and support systems need to be developed. • During this first year, research needs to be done as to what are the needs of church planters' wives that are unique to them and their role as church planters. • Focus Groups, survey and review of relevant literature will be used to identify the seven or eight critical competencies that an effective and supportive church planter wife must possess. • Such strategies as LEADnet, individual peer mentoring, and small group Bible studies will be employed, as well as others depending on the perceived needs to help encourage and support our church planter's wives.	• Staff time and travel. • Research costs need to be developed. Cost for the research is $100 dollars which includes production of research tools, mailings and phone interaction.	Kris Wood will LEAD this endeavor in the women's ministry function of her role. The goal of this process is to have specific risk factors and possible interventions that are unique to church planting wives. Critical competencies needed to function effectively as a church planter's spouse will be the other major outcome of this study. Training and intervention strategies will be developed as a result of this study.

MANAGEMENT

Recommendation 1: That a comprehensive plan for communication and connection is developed: This connection must go beyond, but work in conjunction with the pastor: Training, resourcing and support for both clergy and laity are critical.

Project Implementation:	Projected cost:	Further Explanation:

• This plan is to be completed by the 2006 ministry year. • It will focus on developing on-going and renewable systems of communication with both clergy and laity throughout the district. • It will look at every area of communication and seek to develop a more focused and clearer buy-in and support of the district vision.	• Staff time and support costs. • Development of communication tools should also be included in cost • The video piece mentioned under recommendation number five, our quarterly connect, monthly email letter as well as area meetings and celebration deserts are all tools of increased levels of clear and concise communication. Costs for these associated events and activities for the current ministry year total 6,000 plus staff and support cost. • Also included in this area are the staff interactions specifically on the weekends with approximately 55-65 of our churches by Drs. Nebel and Perry during their weekend speaking and interaction with the church leadership sessions.	This area is under funded. This year will be a beginning in this area. Due to budget constraints this area will operate during the current ministry year under tight budget constraints as will all areas of our core ministries budget.

<u>Recommendation 2:</u> That the district develop a diversified funding plan

Project Implementation:	Projected cost:	Further Explanation:
• Immediately and over the next four years. • This recommendation is already in full bloom. • Development of a major donor strategy, development of name acquisition system, church development system, strategic partnership agreements are already being worked on and energy expended.	• Staff time • Planned development efforts. • District celebration dinners need to be included here.	• Eventually, by the end of the four years, the goal is to see a funding plan that has funding from the following sources: churches, individuals, major donors, strategic partnerships, planned giving and specific donor development targeted events.

<u>Recommendation 3:</u> That a suggested percentage of every churches mission's budget be given to the overall mission (core ministries) of the Great Lakes Baptist Conference. This will only be used as a guideline for our churches and not something that the conference would seek to mandate.

Project Implementation:	Projected cost:	Further Explanation:
• That a task force of eight to ten individuals be commissioned to analyze and make recommendation to the Annual Conference next year concerning this. • That this task force looks at data from each of our churches in determining what would be an appropriate minimal suggested amount. • Executive minister will have task force in place by November 2006.	• Staff cost and travel. Cost for conference calls would be assumed by each task force member.	Small research data piece will be put together to ascertain such critical items as membership, average weekly attendance, overall budget, debt allocation, medium income of congregation, overall missions giving, percentage of missions giving to individuals versus missions agencies such as the Great Lakes Baptist Conference.

<u>Recommendation 4:</u> That the district create an executive level position called Director of Communication and Development which would focus on creating, implementing and overseeing comprehensive list of individual donors, church development and alternative funding strategies.

Project Implementation:	Projected cost:	Further Explanation:
• During the 05/06 ministry year this position will be part-time. • Plan will be developed to see funding for this role be such that it can eventually become full-time by the ministry year 2009/10. • Partially implemented now.	• Staff cost and travel	Kris Wood functions in this role now. This is only part of her overall responsibilities. As the ministry expands we will need to make this position a full time position as it drives all of our funding initiatives.

Recommendation 5: That connections and training for our churches come through three primary vehicles

Project Implementation: (based on 1, 2, 4 or recommendations)	**Projected cost:**	**Further Explanation:**
• That each of the areas of the district has an Area Minister. • That an in-depth intentional mobilization process be developed to assess the health and vitality of our churches. • That the LEAD Team structure is a key component to ongoing Leadership development in the district. Those churches that experience pastoral vacancies will work with the district Leadership in finding a candidate who would not be opposed to being part of a LEAD Team. Pastors who are already installed and who are not in a LEAD Team will be asked by their peers to consider becoming part of a team.	Refer to *Recommendations 1, 2, and 4* under *Mobilization* • *Area Minister* (page 1) • *Mobilization Process* (page 2) • *LEAD Teams* (page 4)	• That the Area Ministers, by being Mini-DEM's to each area, will oversee that ministry takes place and will be focused on each church in that particular area. This will occur along with the LEAD Teams, an intense mobilization process and other district ministries, such as: women, youth, loan and investment, estate planning, financial and administrative support, and church planting. • That every pastor and interim pastor be on a LEAD Team. We aspire toward 100 % participation of pastors within the district to enjoy camaraderie and partnership in ministry, each church having pastoral representation.

Recommendation 6: That the position of Associate Minister of Mobilization be implemented.

Project Implementation:	**Projected cost:**	**Further Explanation:**
• This position will not be filled until the 08/09 ministry year. • Full funding for the position needs to be secured and area ministers' structure and mobilization process along with LEAD Teams needs to be in full swing.	• Staff Costs, Travel, Support cost	This is a critical position in terms of growth in our ability to care for our established churches. This position will oversee the mobilization process, LEAD Team initiatives and specific training and targeted growth areas of the district's ministry to churches. They must have a track record of leading churches that have experienced growth and revival. They must also have strong gifts in administration and training.

Recommendation 7: That the Board of Overseers is increased in size and that the make up is changed to reflect specialized areas.

Project Implementation:	**Projected cost:**	**Further Explanation:**

• Board will begin in the 05/06 ministry year to structure itself according to recommendation. • Constitutional revisioning process however will not be completed until 06/07 ministry year.	Cost is related to travel reimbursement and overseers training cost that will increase due to increase in size. Costs related to conference calls between meetings will be assumed by overseers themselves.	Overseers who are gifted in strategic leadership and administration are critical if this recommendation is going to produce the outcome of a board that is able to strategically lead the district into a new millennium of ministry. More diversity needs to be reflected on the board in terms of specific experiences in the four areas that the board is structuring itself around as well as persons the district is seeking to impact.

<u>Recommendation 8:</u> That the various committees of the district be eliminated.

Project Implementation:	Projected cost:	Further Explanation:
• Immediately except for nominating committee. • Board will begin to assume more and more of these functions • Become fully operational after constitutional revisionary process 2007/08	Cost related to increased responsibility of the overseers. See recommendation number seven above.	Elimination of duplicating functions is critical in terms of streamlining the district and funneling limited resources into areas of highest impact.

<u>Recommendation 9:</u> That the Loan and Investment Fund of the GLBC increases its assets and is promoted to our entire ministry family.

Project Implementation:	Projected cost:	Further Explanation:
• Marketing plan will be developed in 05/06 ministry year that will seek to expand the fund through improved customer relationship, expansion of fund projects and development of new funding initiatives	The cost for this endeavor is being funded through the loan and investment ministry.	Reconnecting with those who are currently certificate holders. Major marketing initiative is underway to assess what are their needs and how can we service them better. Better communication with both our certificate holders and with the churches and other members of our constituency

<u>Recommendation 10:</u> That the chair of the Loan and Investment board be automatically placed on the overseers board.

Project Implementation:	Projected cost:	Further Explanation:

• Constitutional revisionary process of by laws to be voted on at 2005 Annual Meeting once this occurs; begin to structure the Board immediately in terms of asking the chair of the Loan and Investment board to begin to attend Board of Overseers meetings with full voice and vote.	• Travel reimbursement to meetings	The lack of connectedness between the Board of Overseers and the Loan and Investment Fund has created a distance between these two very important entities in terms of communication and understanding and support of both entities initiatives. This structural change will automatically help better facilitate this issue.

Recommendation 11: That the office be relocated to Madison

Project Implementation:	Projected cost:	Further Explanation:

• That the timing for relocation of the office will not transpire until the conditions listed below are fulfilled. That unless the Lord supernaturally addresses those areas, this move will not happen for one to three years. ○ The financial condition of the district is turned around. This means that the operational debt has been cleared up, the line of credit debt has been cleared up and there is an operational reserve of at least six months of general income. ○ That the LEAD Team structure be retooled so that it is accomplishing its stated mission of connecting pastors together and giving them a kingdom agenda beyond their individual churches. ○ That the mobilization process is implemented and up and running in terms of a systematic and intentional course of action by which we focus on established churches and their revitalization. ○ That the Area Minister Model is implemented in at least one or two areas of the district, on a prototype basis, so that it can be field-tested.	Cost for relocation will need to be assessed six months out from projected move. Items under consideration: • Equipment relocation • Equipment replacement • Filing reallocation.	1. Madison has long-term appeal with the opportunities it provides in culture, education, employment, and transportation. 2. The highway system provides easy access to and from all parts of the district. 3. Following the new paradigm of the district going to the churches, and that the team center is primarily for staff needs and donor relations, and that there will be little call for the churches to come to it, the location shouldn't matter to the churches. 4. It is closer to the current church growth area and has potential for more growth.

Appendix Five

Regional Characteristic s	Survival	Stable	Success	Significance
Leader	Feelings of inadequacy and questions whether one has the right gift mix to lead. Evidence shows that regional churches are not following.	Has the regional systems running smoothly and is thought to be competent in his role by the regional churches.	Clear evidence that the regional churches are following this leader and that his region is adding churches at a yearly rate of 5% under his direction.	Provides leadership in the national/ international arena. Is mentoring emerging leaders as well. Is already preparing leaders to become his replacement in his role when he steps down.
Vision	No clear regional vision can be articulated.	A personal vision for the region exists in the minds of regional leaders. At least 50% of the churches support the mission financially at some level.	Regional churches own the collective vision and are working towards fulfilling it together. At least 66% of the churches support at any level.	Attracting non-aligned churches into movement because of vision. At least 50% of the churches support the core budget financially at the 2% level or more.
Alignment	Agenda disharmony exists as many different ideas are being advanced.	Agenda harmony exists between the regional leaders. At least 33% of the lead pastors are involved in movement networks.	Agenda harmony exists between the regional churches. At least 75% of the lead pastors are consistently involved in movement networks.	Other regions are seeking clear direction for their ministry from the region and are being influenced by the best practices of the district.
Ministry Priorities	So many regional needs that leaders end up with rotating priorities. Need outside evaluation of what is important.	Have a clear and written list of ministry priorities and are working towards elimination of competing priorities. The region has adopted core four as essential for a healthy district.	The pursuit of ministry priorities has freed leaders to excel in productivity. The four core ministries are adopted by regional leaders, are in place in the region and are operating.	The fulfillment of ministry priorities has allowed leaders to explore and implement other opportunities previously beyond our mission.

Regional Leadership	Weak and ineffective leadership team mainly staffed with pastors. Other leadership roles needed unfilled.	Have developed a balanced team of pastor/lay leaders who own the future of our regional work. At least 25% of the churches have participated during the current ministry year in the annual pastor/board training.	Have developed a balanced team of pastor and lay leaders who own the future of the regional work. At least 50% of the churches have participated during the current ministry year in the annual pastor/board training.	Have developed a balanced team of pastor and lay leaders who own the future of the regional work. At least 75% of the churches have participated during the current ministry year in the annual pastor/board training.

Regional Characteristics	**Survival**	**Stable**	**Success**	**Significance**
Personnel	The executive minister is the lone full-time employee. No funds available to hire added staff. Office assistant part-time.	Region has two or more part- time staff in addition to executive minister who oversees the four core ministries and has identified potential staff for future hire.	Region has at least two full time staff who oversees each of the four core ministries along with at least one full time admin. staff and two part time admin. staff, allowing the region to move its vision forward without stress.	Region makes staff available to train and mentor staff personnel in other regions.
Church Planting	No churches starting and no ability to get any started. Or, if church started, fails to become strong partner.	Starting 1 healthy partner church a year.	Starting 2-4 healthy partner churches a year.	Starting 5 or more healthy partner churches a year, plus helping other regions start churches.
Growth	Declining yearly in number of congregations, baptisms and leaders by 5% or more.	Neither declining nor gaining in number of congregations, baptisms or leaders.	Growing up to 1-5% a year average.	Growing above 5% per year.

Administration System	The regional work appears to be disorganized and the office is not staffed to handle the work.	The office has an administrative assistant who is organizing the work, but the region has a backlog of tasks not being addressed. The region has an operational manual, but it is not up to date and does not cover all of the region's systems.	The office runs smoothly under the leadership of several administrative assistants and churches express appreciation for help they receive. All district ministries & processes are detailed in writing, providing a manual of operation for staff and a systemic approach for the region.	Paid administrative staff is supplemented by volunteers to perform more tasks for both the regional work and help member churches with their needs.
Communication System	Leaders and congregations complain that they are under informed about their common mission. Few communication tools are in place.	The regional mission is communicated regularly to pastors and some lay leaders. Functional tools are in place.	The region has developed technically relevant communication tools so that people in all the churches hear about the vision regularly. Churches through multiple venues.	The tools that the region has developed have created a market in other regions for these same tools.
Regional Characteristics	**Survival**	**Stable**	**Success**	**Significance**
Tech System	The region is still using paper and pen and handouts for many ministry tasks. Leaders feel that region is still in the dark ages.	The region is using up-to-date methods to teach and run the ministries.	The region has either a tech person on staff or has contracted with a tech person who updates the systems regularly.	The region has developed tech systems that are being used by other regions.
Organizational	No functioning LEAD Teams. Churches are disconnected and pastors depend on non-Converge pastors for their main support system.	Several pilot LEAD Teams are formed. Al least 50% of the region's pastors attend a LEAD team regularly.	75% of region's pastors are connected through the LEAD Team system. New pastors are pursued by other pastors to join.	All LEAD Teams are led by trained point person. The LEAD Team system has led to resurgence in strategic planting in all parts of the region.

Resourcing	Churches do not call on the regional leaders for training and connection to resources.	The region offers some essential training events and is mentoring key pastors for the future with at least 25% of the pastors participate on a yearly basis.	The region offers some essential training events and is mentoring key pastors for the future with at least 50% of the pastors participate on a yearly basis.	Region is doing training events in other districts.
Funding and Generosity	The region has no leaders in this area and none of its churches have shown interest in the generosity training of Converge. The region seldom receives special gifts from them.	The region has hosted one generosity seminar and at least 33% of the pastors are beginning to show interest in further training for their churches.	50% of the region's churches have sent leaders to a generosity seminar. Many are implementing training for their people and the region is seeing an increase in special gifts.	75% of the region's churches are demonstrating generosity in their mission, not just in the support of the regional office, but in touching their communities and the world.
Financial	The region has a static or declining income.	Have a steady income that allows the region to maintain its work, but is without funds to pay for a second full-time staff member or money to plant more than one church a year.	Have an income that has allowed the region to develop and staff a growing movement of church planting and church mobilization. Region has financial systems operating at an ECFA level and at least three months of operating funds in reserve	Have an income that allows the region to invest in other regions in the areas of training, church planting and projects that fit region's focus.
Regional Characteristic s	**Survival**	**Stable**	**Success**	**Significance**
Spiritual Transformatio n	Little or no training of pastors in spiritual transformation. Many churches show signs of spiritual lethargy.	Spiritual transformation principles are talked about in LEAD Teams and are the focus of pastor retreats in the region.	Regional churches are experiencing spiritual resurgence as 75% of the pastors are practicing on a consistent basis the spiritual disciplines.	Pastors in region are mentoring pastors in other regions in spiritual transformation through the practice of the disciplines
Pastoral Care	Pastors indicate that they feel disconnected and many are struggling personally.	Pastors feel connected to regional leader and believe he is concerned for their welfare.	Pastors are regularly helped by a trained group of leaders who pray for them regularly and monitor their personal needs.	Systems of counseling and retreat are developed and used by pastors and their families.

Cultural Diversity	The ratio of non-Anglo churches in our region to the Anglo churches reflects at least 10% of the total churches in our district.	The ratio of non-Anglo churches in our region to the Anglo churches reflects at least 25% of the total churches in our district.	There is an intentional church planting effort targeting all people groups aggressively, with leadership for this effort coming from within each group. The regional top leadership team contains multiple leaders from every people group. 50% of these churches are financially supporting the region's mission.	Both staff and all regional leadership teams contain multiple leaders from every people group. 75% of these churches are financially supporting the mission of the region as part of their commitment to partnership.

Four Core Ministries

1. Church Transition (Pastoral Care- Placement)
2. Multiplication (Church Planting)
3. Mobilization
4. Financial Services

Healthy Region Summary

	Survival	Stable	Success	Significant	
Leader	_______	_______	_______	_______	
Vision	_______	_______	_______	_______	
Alignment	_______	_______	_______	_______	
Ministry Priorities	_______	_______	_______	_______	
Regional Leadership	_______	_______	_______	_______	
Personnel	_______	_______	_______	_______	
Church Planting	_______	_______	_______	_______	
Growth	_______	_______	_______	_______	
Administration System	_______	_______	_______	_______	
Communication System	_______	_______	_______	_______	
Tech System	_______	_______	_______	_______	
Organizational	_______	_______	_______	_______	
Resourcing	_______	_______	_______	_______	
Funding/ Generosity	_______	_______	_______	_______	
Financial	_______	_______	_______	_______	
Spiritual Transformation	_______	_______	_______	_______	
Pastoral Care	_______	_______	_______	_______	
Cultural Diversity	_______	_______	_______	_______	
Totals	_______	_______	_______	_______	_______
Value	**x1**	**x2**	**x3**	**x4**	**Average**

Name:_______________________________________**Email:**__________________________________

Home/Cell Phone:________________________ **Name of Church:**___________________________

Gender: Male Female
Age Range: 18-30 31-45 45-55 55-65 65 and above

Appendix Six

Organizational Analysis Protocol and Timeline

Rationale: The executive committee of the Board of Overseers independently from the Executive Minister in preparation for his midyear review came to the conclusion that the staffing plan we currently have in place with the overwhelming emphasis on part time staff versus a more full time model could no longer continue as it relates to helping Converge Great Lakes move from the Stable quadrant in terms of effectiveness to significance (Steve Smith District Evaluation Tool). The executive minister in the midyear evaluation meeting concurred with this assessment and has been charged by the executive committee to come back in September at his Annual Review with a new organization chart that more clearly defines the various staff needed and their role in more "full-time model".

Reasons:

- Part time staff inevitably when a conflict arises between their full time ministry commitment and the part time Converge commitment default to their full time responsibilities.
- Gaps in responsibility as a result of this default typically fall on the Executive Minister or Director of Operations who currently serve as the only full time employees of the District.
- Energy and focus in critical areas that could help the district move from stable to significant such as fundraising and church planting could be better handled with the repositioning of the staff.

Organizational Analysis Protocol

The goal of any organizational analysis is to help an organization objectify what it is doing and by whom. The ultimate outcome is to ascertain organizational effectiveness and efficiency. The goal is not to find blame or fault with particular persons or departments but to come away with a clearer picture of how an organization can best move forward in the accomplishment of its core mission.

Step One: Analyze current organizational mission in order to see what are the strategic areas the organization's mission defines are non-negotiable

Look at any documents that help explain the organization's mission

Interview any persons who are core such as board members, key outside donors, executive staff who are critical to the organization fulfilling its mission.

Step Two: Analyze as a result of the mission analysis what are the key values that must be upheld if the organization is to continue to fulfill its mission.

Look at any documents that explain these values.

Interact with key persons: board members, key outside donors, executive staff who are critical in reflecting out these values

Step Three: Analyze what are the core functions/strategies that are critical to the organization being able to fulfill its mission

Identify these functions

Do SWOT analysis on each core function/strategy in terms of its effectiveness in achieving its stated function. Clarify if need be what that stated function should be setting out to accomplish.
Break out current tasks and processes that are in place to help full fill this particular key function/strategy
Look at current personnel in terms of job descriptions and activity as it relates to these core strategies/functions

Step Four: Make determination based on the above analysis as well as both outside and internal constraints what must be done, what should be done, what cannot be done. Make a determination as to who should be doing what.

Step Five: Put together new job descriptions and organizational chart along with new budget that is line with the new organizational staffing emphasis to be presented to the Board of Overseers for final approval and implementation.

Timeline

April 5, 2013	(10-12 noon) Initial Discussion of Organizational Audit
April 11	(10-11am) Second Meeting concerning Organizational Audit (Clarify any questions and finalize timeline)
April 18	(1-3pm)- Complete Steps 1 & 2; Discuss Step 3
May 22	(1-3pm)-Completion of Step 3; Discuss Step 4
May 29	(1-3pm)-Completion of Step 4
June 27	Completion of Summary of Data and (C1) Suggestions to presented to Exec. Committee
July 1-31	New Job Description and Org Chart Developed
August 8	New Job Descriptions and Org Chart Submitted to Exec. Committee
August 30	Budget allotments finalized

Appendix Seven

Organizational Audit Summary

Audit Conclusions and Recommendations

- Conclusion One
  - If ministry is to move from stable to significant, it is the recommendation of this audit to move from part-time practitioners to full-time ministry leader model.
- Conclusion Two
  - DEM or Chief Executive Officer needs to give attention and time only to C1 activities. Being involved or focused on C2 activities pulls him away from C1 activities that are non-negotiable to the success and sustainability of the organization and its mission.
- Conclusion Three
  - The organization needs to be staffed to grow the ministry not to maintain it.
    - How?- Three to four positions need to be growth orientated positions
    - Personality-Skill Profiles? - People that are vision implementers. Need to be organized, independent, relationally astute, and administrative.
    - One position needs to be highly administrative and systems orientated so that the organization can function at a high administrative level.
- Conclusion Four
  - Board involvement with key ministry leadership, specifically the DEM, will be critical. Why? Because an organization with only four full-time staff members will limited in scope and board engagement and commitment to the mission will be essential to its accomplishment.
- Staffing Recommendations and Responsibilities
  - DEM (District Executive Minister)
  - Skill Set
    - Relational
    - Level 5 leader
    - Administrative
    - Operational
    - Vision Implementer
    - Leadership Development
  - Ministry Activity Responsibilities
    - Pastoral Placement
    - Church Transition
    - Annual Meeting
    - Board Development
    - Denominational Responsibility
    - Generosity Network
    - Donor Development/Fund Raising
    - Crisis Intervention
    - Starting or Strengthening Ministries- oversight of either depending on skill set, gifting and experience.

▪

DEM		
Ministry		Hours
Starting or Strengthening Ministries- oversight of one or the other, depending on skill set, gifting and experience.		
	Church Planting	348.74
	LEAD Teams	51.35
	Pastoral Placement	59.91
	Church Transition	60.45
	Annual Meeting	42.88
	Board Development	55.8
	Denominational Responsibility	576.5
	Generosity Network	150
	Donor Development/Fund Raising	388.73
	Crisis Intervention	43.47
	Op/HR Consulting	11.63
	Movement Vision & Relational Advancement	899.64
	Ministry Center (Email, implement, execute governing procedures	1012
	Total	3701.1

- Associate DEM
- Skill Set
    - Vision Implementer
    - Organized
    - Independent
    - Administrative
    - Relational
    - Leadership Development
- Ministry Activity Responsibilities
    - Strengthening Ministries
        - Retool

        - NCD
        - Pastor Board Training
        - Conflict Consultation
    - Stretching Ministries
        - Short Term Ministries
        - Compassion Ministries
        - Urban Ethnic Ministries
        - Deaf Ministries
        - American Indian Ministries
    - Starting Ministries
        - Church Planting
        - LEAD Teams
        - NOTE: Assignment of this area will be based on skill set. If candidate for position doesn't possess critical skills, then DEM will assume Starting Ministry functions.
    - Donor Development
        - Note: Spends time relationship building, promoting ministry and fund raising

Associate DEM		
Ministry		Hours
Strengthening Ministries		
	Retool	62
	NCD	129.25
	Pastor Board Training	95.65
	Conflict Consultation	200
Stretching Ministries		
	Short Term Ministries	14.28
	Compassion Ministries	31.49
	Urban Ethnic Ministries	10
	Deaf Ministries	11.5
	American Indian Ministries	24.99
	Donor Development	222.68
	Annual Meeting	24
	Movement Vision & Relational Advancement	771.12
	Total	1596.96

- Note: We expect this position to grow in terms of its scope, specifically in the areas of Retool and NCD. Current hours reflect current reality.

- Director of Operations
- Skill Set
  - Vision Implementer
  - Organized
  - Independent
  - Administrative
  - Relational
  - Communicator
- Ministry Activity Responsibilities
  - Annual Meeting
  - Social Media
  - Board Development
  - Strategic Partners
  - Estate Planning
  - Denominational Responsibility
  - Ministry Center
  - Op/HR Consulting
  - Donor Development
  - Note: Be able to run entire operation, key player in marketing and strategic partnership, works in development with DEM and Assoc DEM

Director of Operations		
	Ministry	Hours
	Annual Meeting	123.12
	Ministry Communication and Promotion	232.61
	Social Media	21.5
	Website	15
	Board Development	83.7
	Strategic Partners	48
	Estate Planning	125
	Denominational Responsibility	24.5
	Ministry Center	1044.8
	Op/HR Consulting	34.87
	Donor Development	270.63
	Operations	410.71
	Movement Vision & Relational Advancement	160.65

		Total	2595.09

- <u>Director of Finance</u>
- Skill Set
    - Organized
    - Independent
    - Administrative
- Ministry Activity Responsibilities
    - Denominational Responsibility
    - Annual Meeting
    - Ministry Center
    - Payroll
    - Health Insurance
    - Office Support (Administrative)

Director of Finance		
	Ministry	Hours
	Denominational Responsibility	24.5
	Annual Meeting	24
	Ministry Center/Ops Support	254.95
	Payroll	1555.84
	Health Insurance	40.5
	Office Support (Administrative)	160.08
	Total	2059.87

<u>Full-time Staff Person Definition</u>

- 46 weeks per year x 45 hours per week = 2,070 hours
- Vacation- 4 weeks
- Holidays-10 days

<u>Review of SWOTS and Initial Ministry Ratings</u>

<u>Retool</u>

- Not supported as C1
- Grade: C
- Lack of staff and coaches to support C1 level

<u>NCD</u>

- Not supported as C1
- Grade: C

- Lack of staff and coaches to support C1 level
- State expectation of churches on self-evaluation process but district doesn't necessarily support option as well as should

PB Training
- Shifted to C2 activity
- Others that could provide churches with pastor/leadership training and some churches already partake in outside vendors for this training

LEAD Team
- Not supported as C1
- Grade: C
- If we want to see move to stable to significant ministry break down in staff energy and expertise must be addressed.
- Asked to be vehicles to plant churches (80/20 initiative)
- Individual LEAD teams need development, lacking in relational and leadership development in terms of time with each individual LEAD coach and LEAD team. Critical factor for a cohesive vision; separate visions in place b/c no time to build movement cohesiveness

Short Term Ministry
- Task to engage churches to launch successful short term ministries in local church
- Gap- implementation
- Affirmed strategic nature of this, grapple with limitations of resources to improve implementation

Compassion Ministry
- Rating change from C1 to C2
- Staffing issue-no depth in churches, focus is on northern area churches
- Lack of awareness
- Implementation issues; model is evolving but staff leadership to make model work is lacking
- Partnership possibilities- southern churches

Urban Ethnic Ministry
- Rating change from C1 to C2
- Model in place- systems on thriving

Deaf Ministry
- Possible rating change from C1 to C2
- Are there any other ministries doing this? Ask Carol if there are other organizations
- Partnerships? Can we partner with these other ministries to bring resources to churches?

Church Planting
- Huge staffing gap
- Criteria for staff; implementer, administrative, vision casting, and relational skill

American Indian Ministry
- C2; doesn't impact all our churches

- Violates criteria because can't identify another org that is doing it or doing it better
- Doesn't have overall regional impact
- Possibly only a web-based ministry, may not be able to do anymore

Benevolence

- Rating change from C1/C2 to C3
- Partnership with Converge Worldwide? All ready has system in place

Conflict Consultation

- Rating defined to C2, possible move to C1
- Offer resource and fees for churches to decide as just one of the service options available
- Set up fee based structure based on church giving?
- Could be part of purview of other staff person outside of DEM, DEM should not be responsible for this area
- Require formal agreement to CGL Conflict Resolution Process prior to engagement like interim pastoral contracts

Pastoral Placement

- Rating changed from C2/C3 to C1
- Personal interaction level still important
- Move to implement recorded webinar format for churches to refer back to instead of staff person having to come back to church if search is not going well or new church team members need to be brought up to speed
- Possible see if Pinnacle ministries would be able to consult on webinar resource or service they like the best, ask if we could utilize their resource for recording purposes or does service host recording and access points

Church Ministry Transition (Growth Stages)

- Additional staff was resource picking up on issues because of relationship with church
- Ministry is key as it is raising up our churches being sensitive to their life cycles
- Should be part of support staff role, what should that look like?
- Duane Jass does well, ask him about developing model for engagement and church relations

Crisis Intervention

- Rating change from C3 to C2
- Unlike ongoing ministry, only once in awhile.
- Open model needed so discretion can be applied to each specific situation

Ministry Partner Letter

- Possibly need to revamp
- Check CWW bounce/delete/read rates
- Dr. Perry thinks our stats may be more due to lack of affinity with organization rather than product itself.

Social Media (Facebook, Twitter, Website)

- Need to create a specific niche
- Need relevant info posting all the time

- Need to expand administration manual to include process and schedule for updating information
- Question: Is it a staffing issue or systems issue?
- Note: things dropped when Charlene went on sabbatical, focus on audit and new staffing situation has dropped this down on the list

Donor Development
- Capacity to do it?
- C1 executed like a C2
- Definite staffing issue
- Cultivation and relationship advancement not done well or consistently
- Is there another org that could pursue relational engagement with churches?

Ops/Human Resourcing Consulting
- Does it well, it strengthens our churches.
- Increases creditability to organization

Strategic Partnership
- Rating change from C2 to C1
- Growth potential
- Development of partnership model needed, assessing what partnerships would help strengthen our churches, being vetted resources to them at reduced cost or other advantage
- Growth potential for insurance partnership
- Need to have system and staff in place to follow-up with partnerships assessing ROI and making improvements to model
- Need to have system with fee collection and renewal of agreements

Payroll

- Verify staff salary and number of days plus PR costs to determine if it is a break-even or small margin scenario. If so, will continue to offer. If determined service is offered at loss, then need to consider suspending.
- Determined to be C2

Board Development

- Rating change from C2 to C1
- Suggest all new overseers being mentored by existing overseer
- Outside resources are good as well
- Gap in a high functioning board. If org is going to be high functioning, board has to be high functioning as well.
- Good reputation but reach is not great in relationship to board members in connecting with churches.
- DEM needs to spend more time with casting vision, cultivating relationships with individual board members.

Training Events

- Annual Meeting (C1)separated out from Area Meetings (C3), and Pastor Board Training (C2), packaging the PB Training into a webinar format using people with name recognition that used to create series of educational topics.
- Note rating changes
- Pastor Board-Logistical matters like how to set up recording, who to target as presenters, menu that offers 8-10 webinars
- If moving format in the next year take the time to plan out and then unveil at the 2014 Annual Meeting and keep PB training

Health Insurance- (Set up face to face meeting with Fred in August-1 hour)

- If we stop opening up health insurance to our payroll churches, how is group insurance plan going to be defined? What will define a group by insurance carriers?
- Should we our plan only consists on of our CGL office employees and if have 3-4 FT staff what will our options for a group plan look like?
- Plan Options: As it PR churches, planters, CGL staff, 2) planters and CGL staff or 3) CGL staff
- Small business regulations? Fines imposed? What regulations do we need to be implemented?
- Rating change from C1 to C2, may change to C3 depending on meeting with Health Care Broker
- Is offering health care insurance core to our mission

Estate Planning

- What is hindering this from being a C1 function is staff knowledge and ability to execute this. Does hit key relational, mission, generosity values.
- Missed opportunity, missed Biblical application of planning for future
- Area of income we are losing

Generosity Network

- Goal is to create culture of generosity in local church C1

- Get money from these generous cultures is a C2
- If our goal is to help them be strengthened to create new followers then generous component is a C1 focus

<u>Denominational Responsibility</u>

- Rating change from C2 to C1

<u>Ministry Center</u>

- Can this ministry be run without a physical office?

<u>Conclusions:</u> DEM focused on C2 activities pulls him away from C1, organization should not be spending anytime on C3.

<u>Review of Task Analysis</u>

<u>Overview</u>

- Overloaded on operationally in areas related to payroll and conflict. Full-time staff pushed to limit and can't focus on C1 activities.

<u>Question:</u> Should payroll and conflict assistance be eliminated?

- Conflict Determination: Because of the nature of "ministry" and limitation in who can best address conflict within our churches, it must remain a C1 activity.
- Staff? Who should best deal with conflict? What staff person? Need to plan 500 hours of time or 25% of FT staff person's role. It would be to our strategic advantage to have separate staff person in which one of their primary roles up to 25% was engaging churches in crisis or conflict intervention. This would remove the DEM (Face of Ministry) from engaging in ways that could decrease funding and partnership and that cause relational tensions to occur.
- Payroll Pros:
    - Provides resource or skill
    - Cost benefit to churches
    - Relational benefit
    - Possible financial benefit?
        - Note: These are estimated figures based on FT staff person spending 25% of time on payroll with salary of 47,000 per year. (Staff-$11,750 + PR Fees $10,230=$21,980. Approx. income generated from service for 12-13 ministry year is $31,395. Estimated cost benefit= $9,415.00. Relational benefit not quantified.
        - Area of potential income growth as marketing and involvement in service increases.
- Payroll Cons:
    - Staff demand
- <u>Payroll Determination:</u>
    - If payroll is 17 hours of related activities per period and there are 24 pay periods we must have a FT Financial Services staff member.
    - Changed to C1 activity

Appendix Eight

GREAT LAKES BAPTIST CONFERENCE SABBATICAL POLICY

DISTRICT SABBATICAL LEAVE

Policy Statement:

The Great Lakes Baptist Conference District ministry personnel will be granted up to a three month sabbatical for every five years of District ministry service, to be taken in the following year.

Purpose:

The intended purpose of Sabbatical Leave is to strengthen and enrich the Great Lakes Baptist Conference ministry in some manner by providing time for intentional study, personal growth and professional development for staff personnel. Because District ministry demands long hours and dedicated commitment, a break from the press of ministry to reflect, renew and relax in preparation for future ministry will benefit District personnel who will undoubtedly return with a fresh perspective renewed motivation and additional expertise in job performance and service to Christ and His Kingdom. Sabbatical Leave is an investment in continued and enhanced effectiveness of ministry performance.

Terms and Conditions for Applicants:

1. **APPLICANTS:** Sabbatical Leave is reserved for Associate Directors of Ministry, Directors of Ministry, and the District Executive Minister serving in a full time capacity within the GLBC. Full wages and benefits will continue for the duration of the Sabbatical Leave. Sabbatical Leave will be considered as independent of any other contractual study leave and is not a substitute for earned vacation time.

2. **EXPECTATIONS:** Under exceptional conditions, Sabbatical Leave may be granted early and will accrue at 1.5 days per month of service in the District ministry. Accrued Leave is forfeited without compensation when a staff member resigns.

3. **ELIGIBILITY:** Eligibility begins after five completed years of full time service. Sabbatical Leave must be taken all at one time, not divided into smaller increments of time during the year.

4. **SCHEDULING:** All Sabbatical Leave is scheduled and approved by the District Executive Minister [DIM] in consultation with the GLBC Board of Overseers. Sabbatical Leave for the District Executive Minister is scheduled in consultation with

the Board of Overseers. The final granting of Sabbatical Leave comes from the Overseers at the request of the DEM for all applicants.

5. **APPLICATION:** Appropriate structures of accountability (such as a general written plan for the sabbatical, and the appointment of a spiritual advisor for such a time etc.) should be presented to the DEM for his consideration and approval prior to his consultation with the Board of Overseers. This Sabbatical Plan should reflect a balance of physical rest, personal recreation, intellectual stimulation and spiritual renewal, with sufficient family time included. To maximize the learning process a written and verbal report will be prepared for the DEM and Overseers upon completion of the Sabbatical.

6. **MINISTRY ARRANGEMENTS:** All such Sabbatical Leaves will be developed in consultation with the appropriate Boards and Committees so that provision for the ongoing work of the ministry will be made.

7. **AGREEMENTS:** A staff member scheduled for Sabbatical Leave will sign an agreement acknowledging the Board of Overseer's expectations for them to serve full time in District ministry a minimum of one year following the use of any Sabbatical Leave time. They shall also sign an agreement that they will accept no additional remunerative employment during the Sabbatical Leave without written approval of the DEM.

Forms: 1. GLBC District Sabbatical Leave Application/Sabbatical Plan
2. GLBC District Sabbatical Leave Agreements

Origin:	1/1999	GLBC Board of Overseers focus group
	1/26/1999	by GLBC Board of Overseers
	1/26/1999	by GLBC Board of Overseers