

**Funding Practices
For
Middle Judicatories in Ministry**

Sabbatical Project 2009

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Section One: Introduction

Middle judicatories are the next and closest entity to the local church within most denominational structures. I cannot tell you how many conversations I have had over the years with fellow denominational executives or pastors that have pointedly acknowledged that we are in a post denominational age. The glory years of the denomination in the mid part of this past century are truly gone along with the emphasis on even some of the formal protocol of what it meant to become and be a “professional minister.” Kennon Callahan, in his book *Effective Church Leadership: Building on Twelve Keys*, makes this statement:

The day of the professional minister is over. The day of the missionary pastor has come . . . The symptoms of its demise are self evident in the decline of some ‘mainline’ denominations of our time. It is not accidental that they are hemorrhaging and dying. The way (or essence) of being a professional minister with its understanding of the nature of leadership and the related attenuated behavior patterns, values, and objectives—may be functional in a reasonably churched culture. But that way of doing ministry is lost on a mission field. It is doomed. (3)

As a denominational executive myself, I would have to concur with the above sentiment to a point, especially as it relates to mainline denominations. However, over the last ten to fifteen years, I have seen in my own, as well as other conservative movements, a sense of urgency and renewal to move beyond the normal denominational focus of simply being a regulatory agency, to one that is more missional.

Dave Olson, in his book *American Church in Crisis*, lays out a graph as it relates to growth over the last several years. (Refer to page 36.) The percentage of Americans who attended a Christian church on any given weekend declined from 20.4 percent in 1990 to 17.5 percent in 2005. Evangelicals have not kept up with population growth,

declining from 9.2 percent to 9.1 percent. Mainline church attendance declined from 3.9 percent to 3.0 percent over that 15 year period (a 24 percent loss). Roman Catholic Church attendance fell from 7.2 percent to 5.3 percent—a loss of 26 percent. (Olson, 36)

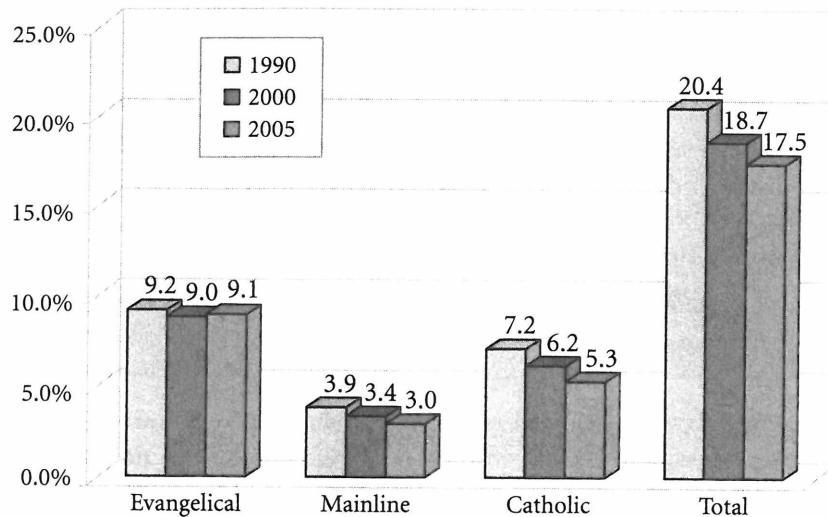


Fig. 1. Percentage of population attending a Christian church on any given weekend in 1990, 2000 and 2005.

To quantify this decline, Olson says:

Mainline Protestant churches have good news for which to be thankful. While mainline churches have experienced 40 consecutive years of membership decline, their attendance loss has not been as pronounced. In the decade of the 1990's attendance at mainline churches declined only 1.9 percent. However, the decline from 2000-2005 accelerated to seven times the yearly rate of the previous decade. (54)

Lyle Schaller says the same thing in his book, *44 Steps Up Off the Plateau*, but with a different focus. Instead of the macro approach to this issue—looking through the lens of the declining denomination—he has looked at the issue through a micro approach, focusing on the issue of decline from a local parish perspective. He says:

Somewhere between 65 and 85 percent of all Protestant congregations founded more than a decade ago is either shrinking in number or on the plateau in size? A more startling generalization is that the majority of members in the vast majority of Protestant churches on the North

American continent are more comfortable with stability or decline than with the changes required to move off a plateau in size. (23)

The leaders of these groups would agree with this statement. They would also say that the loyalty and allegiance once held toward denominational entities as the chief resource unit of the local church in the 1940s and 1950s (and which helped to create a climate of professionalism and vocational access to local church ministry) has now been replaced by the mega church as the primary resourcing entity, especially by those under the age of 40.

In *Mega Churches and America's Cities: How Churches Grow*, author John

Vaughn says the following to reinforce this phenomenon:

Taped messages that tell the dramatic growth of the Saddleback Valley Community Church of Mission Viejo, California have been ordered by thousands of pastors and church leaders from at least forty nine countries. Pastor Rick Warren has taught pastors and church leaders from more than sixty denominations the principles he has learned regarding how not to grow a church. (30)

Quoting Schaller's remarks from *The Multiple Staff and the Larger Church*, Vaughn

"identified the church of 700 as a mini denomination." (Vaughn, 34)

Churches such as Willow Creek, Saddleback, and Harvest Bible have become the 21st century denominational entities, not only for independent unaffiliated churches, but also for churches that are part of historic denominational entities (e.g., the Baptist General Conference) and find more affinity in terms of mission and values to these larger than life mega churches. As a matter of fact, the denomination—if seen at all as a player in the life of the church—is often seen as the reactionary, disciplinary and regulatory entity within the landscape of the church life in America, with a decreasing membership base and a less than clear purpose or mission, especially to the everyday "Joe" in the pew who, ultimately, is the primary funder and, thus, customer of the mission. As a result of

this shift, many denominations, including my own, went through a period in the 1980s and 1990s of trying to retool or rediscover who they were and create a new, more missional focus. Denominations even went so far as to develop a branding name or nickname by which their historic denominational distinctive, such as the Baptist General Conference (BGC) or Evangelical Free Church, were no longer as obvious.

For example, one regional denominational entity calls itself “Growing Healthy” Churches. One evangelical denomination calls its overseas mission group “Reach Global.” My own denomination, after several years of focus groups and market surveys, recently changed its branding name from Baptist General Conference (which is still its legal and formal name) to Converge Worldwide. The question of relevancy is compounded by the growth of the parachurch movement over the last half of the 20th century. Parachurch movements such as the Navigators, Youth for Christ and Youth with a Mission, were much more singular focused. They did not rely on the local church for their governance model and, thus, were more fluid in how they could respond to changing needs and ministry opportunities. Many of their workers tended to be attracted to these movements as young persons and, thus, created a great deal of emotional loyalty. Denominations and the local church seemed to be a type of archaic expression of the 1800s and early 1900s that had proved to be ineffective, which is why many of these entities were created to move into a vacuum that local churches and denominations were not filling.

On Blogogetics.com, Sam Shin posted remarks about the distinction between the church and parachurch. He uses the book, *The Church and Parachurch: An Uneasy*

Marriage, by Jerry White, former president of the Navigators, as his focal point. He wrote:

The Church and the Parachurch

There's an old hand gesture that children do to describe the church. It goes like this: "Here is the church, here is the steeple, open the doors and see all the people." It's funny how children's rhymes can sometimes carry deep meaning. Indeed, the church is much more than a building, it's a community. Edmund Clowney writes: "According to the Bible, the church is the people of God, the assembly and body of Christ, and the fellowship of the Holy Spirit." It is a reflection of the old covenant community now realized as a new community, in essence a new covenant community. Peter describes the people of this new community as "a chosen people, a royal priesthood, a holy nation, a people belonging to God" (1 Pe. 2:9). The church is God's vehicle to bring His Kingdom to the world . . .

Definitions

The church is defined as the community of believers that are represented both on earth and in heaven. It consists of both the local and universal church, along with the visible and invisible natures of the church of Christ. The church, therefore, incorporates Christians who gather in fellowship with God's people, for the purpose of worshiping and glorifying God. The Para church has classically been defined as those organizations and ministries that work alongside the church, that ministers where the church does not minister. Jerry White, in his book *The Church and Parachurch: An Uneasy Marriage* does not agree with the term. The term itself, "parachurch," literally means "alongside the church." But such a definition would mean then that the parachurch is not a part of the church. This is a troubling notion for those in the parachurch who would claim to be a part of the universal church. So instead, White uses the term "para-local church" to describe the common term parachurch. He wants to emphasize the parachurch's attachment to the local church, and at the same time making the distinction between the two entities.

Is There a Natural Distinction Between Church and Parachurch?

Jerry White's distinction is one that attempts to solve both problems. It attempts to maintain the uniqueness of the parachurch without neglecting the relationship to the local church. But one must ask the question of whether this distinction is legitimate in the first place. Is there a biblical distinction that says that there must be an entity apart from the local church, to minister where the local church does not reach?

Generally speaking, the parachurch came to being around the 18th century. Mission boards, tract societies, student movements, were all a part of the evangelistic fervor that was prevalent at the time. To say that these movements were not from God would be futile. God obviously was at work and used these ministries and organizations to expand His Kingdom, and His church. But does this mean that this is God's primary means to expand God's Kingdom? If the foundational definition is to stand, then it must be the church that is to be the sole vehicle of Kingdom expansion. This is where the distinction needs to be clarified. While the parachurch was borne from necessity, to say that it was apart from the local church is a misconception. Every early evangelistic movement would associate itself with the local church. Many of the mission's boards and early tract societies were denominational, submitting to the leadership of national denominations. White's term, "para-local church," still assumes that the Para church is outside of the confines of local church leadership, something that initial Para church movements did not intend. The "parachurch," as White declares, does not operate alongside the church. Rather, the parachurch would be better off understood within the context of the local church itself. Darrel Cox writes: "I suggest that the phenomena which we have come to understand as parachurch ministries would be better described as specialized institutional ministries. Such a designation would avoid the unnecessary confusion that results from para or para-local church, while still accurately describing the distinct nature of the institution." No one denies the Para church's intention or effectiveness in advancing the Kingdom of God. But was the parachurch's ministry outside the parameters of the local church? This question needs to be answered in light of the biblical evidence for the church itself. (<http://blogogetics.com/2008/09/the-church-and-the-parachurch>)

Finally, as a result of the modernist controversy of the 1920s and 1930s, some denominations that had a more conservative foundation, in terms of its theological expression, became increasingly liberal in its perspective. As noted above, this undergirding of basic biblical and theological foundation caused erosion that impacted these increasingly older denominations in the areas of conversion growth and church planting. As the years have gone by, loyalty has waned even within denominations that have been fairly conservative in its theology. Many denominations, when started, had a much stronger missional focus. For some, the ethnic identities that brought them together (e.g., the Baptist General Conference, Evangelical Covenant Church and Evangelical

Free Church) were not as prevalent or important to successive generations. Unlike the Baby Boomer generation, who was used to an environment where options and choices were paramount and where organizational loyalty existed even though it was beginning to wane, the growing reality in our culture today is a generation who picks and chooses what they're involved with based on how it is currently addressing their needs.

This decrease in both affinity and loyalty to the denomination is most prevalent in the area of funding. This is one of the major reasons why, as a middle judicatory leader, I decided to focus my sabbatical time on the issue of funding, specifically as it relates to middle judicatory movements within established denominational structures. In the pages below, I will delineate the purpose of this sabbatical project in much more detail and explain what I am seeking to accomplish. My own denomination which over the last ten years has experienced some growth in terms of our overall membership, as it relates to churches and attendees, has seen the reality of this statement firsthand and is still struggling with expanding our funding base for what we call our general operations or "Leadership Fund."

Twenty five years ago, the BGC operated under a joint financial umbrella known as the United Mission for Christ. Monies for missions were jointly raised and directed primarily to the national denominational entity. Our foreign missionaries were funded through this entity, our denominational school received a percentage of their funding through this entity and our home missionaries (this is what church planters were called during this era) were funded to a much larger part by what were called our Home Missions Department and Districts. Very little direct fundraising was done on the part of the home missionary. When I came into the denomination over 20 years ago, the Home

Missions department was under the direction of Dr. Clifford Anderson and then under Dr. John Dickau, with whom I served. We had just made the shift a few years earlier from a United Mission for Christ funding system to the individualized donor-driven system we now operate under. Even though this was the case, Home Missions was still involved in giving out start-up funds to new church plants and our primary source of revenue—even though declining—was from our churches.

Out of the five middle judicatories interviewed, three of the five still see the majority of their income (more than 60 percent) coming from their churches. Within the BGC, we have seen a decline in church giving **to our general operational fund** both on the regional and the national level. As a matter of fact, one middle judicatory leader who was interviewed for this project said:

I saw this happening about 12 years ago which is why I began to develop various and alternative funding strategies that did not rely on giving from the local church. We still receive a good portion of our funding from the local church; however, this portion is very unstable and, thus, we have been forced to think through and create alternative funding streams within our organization. (See Appendix 1.)

For example, if the church goes through some type of crisis or seeks to add additional missionaries but does not have the funds, it is much easier for the church to cut the middle judicatory or the national denominational entity out of the budget than to pull back some support from a missionary whose face and family they can see, even though their support of the denomination allows us to resource them as a local body, which helps them accomplish their mission as well as support the workers who are helping to make this happen both on a regional and national level.

Even though three of the five middle judicatories in this study still receive fairly significant amounts of their operating budgets coming from their churches, the overriding

concern even from these individuals is the perception rightly or wrongly **that the local churches' loyalty to the denomination and, thus, her funding of the middle judicatories and denominational initiatives is a continual struggle.** For some, it was a minor issue but, for others, it was a major one. In the report below, I will summarize the major learnings that I took away from my interactions with those who were part of my sabbatical project. Before we dive into the actual project parameters and focus on the major learnings and recommendations, I would like to briefly set the stage for these findings by looking at the historical context out of which these findings will be applied by taking a brief look back at the evolution of the BGC.

Section Two: Historical Context Out of Which These Findings Will Be Applied

I serve as Executive Minister of the Great Lakes Baptist Conference. This past October 2009, we celebrated our 125th anniversary. We are affiliated with the BGC (Converge Worldwide), a denomination over 150 years old that has, at its roots, a specific outreach to those of a Swedish background here 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 based at Bethel University, we find these words:

The heritage of the Baptist General Conference also arises out of the non conformist, 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/>)

The BGC (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*, by 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, as well as 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, according to Magnuson, 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 and an expanding program to these Swedish immigrants, and their descendents, 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. Increasing lay evangelism resulted. Also important to the slowing of growth was the end of the era of Swedish immigration by the time of World War I. Perplexing problems of reaching second and third generations Swedish persons persisted with the dropping of the word Swedish from the name in 1945 and the complete switch over 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 missions 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 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, but the totals stood fairly stable until the early 1990s. Two major changes took place, however, during this time 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 BGC changed its missional name to Converge Worldwide. It also relocated its national headquarters to Orlando, Florida, in 2009.

The Great Lakes Baptist Conference which 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 (77).

Great Lakes Baptist Conference Centenary Glimpses: 1884–1984

Over the past 20 years, the Great Lakes Baptist Conference has become known, both within the denomination and outside of it, as a leader among Baptist entities in the area of church planting. The Great Lakes Baptist Conference has grown over the years to become a regional fellowship of churches in Wisconsin and the Upper Peninsula of Michigan to over 110 churches and church 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 GLBC would have had a financial collapse if something radical had not been done to stem the tide.

Over the past five years, God had been gracious, and we have 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 maintenance mode to a real growth mode, in terms of the accomplishment of its mission. 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 as it relates to our strategic and operational plan of how we do business. The old model of the denomination (i.e., being an entity of last resort, or being a generalist that did a lot of things good, but few things well, or 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. Individuals today and, thus churches, demand (as they should) a much higher level of accountability of those they invest in terms of mission. Clarification of that mission and, then, the continual challenge of communicating, reinforcing and doing this mission are essential for any organizational entity—whether it be nonprofit or for profit in today's economy.

Our situation was also helped, because I did not come into this position of leadership as someone who had all the answers. I came as a learner and a listener, not only informally through my personal relationships that I would develop in the district, but also formally. I set up an aggressive assessment process that involved sending out more than 700, four-page questionnaires to various stakeholders in the region, identifying and creating 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”), and following 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 2.) “*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*” www.glbc.net. 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 missional in focus. Decisions such as program, staffing and, eventually, funding have come out of this strategic direction. (See Appendices 3 and 4.)

As I enter my second 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. At the end of 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 the 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 Great Lakes Baptist Conference.

Section Three: Sabbatical Project Purpose and Design

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. (GLBC Sabbatical Policy [1999], [p1] See Appendix Five

I have chosen to look at the area of funding as it relates to middle judicatory ministry.

Project Goal and Protocol

To ascertain through interviews, case statements and other written protocols, effective strategies and tools in the area of Fund Development and generation of resources for joint judicatory mission.

Project Timeline

1. Sabbatical protocol and project focus was developed and approved by Executive Committee of the Board of Overseers.
2. Five middle judicatories selected based on affinity to GLBC in terms of polity, practice and theological underpinnings; relationship with regional leader; uniqueness in terms of funding paradigm and balance in terms of cost of travel.
3. Personal contact made with selected judicatories based on aforementioned criteria by the DEM.
4. Dates solidified for on-site interviews.
5. Project questions and procedure developed and sent out to the middle judicatory leaders.
6. On-site interviews based on aforementioned questions.
7. First draft of summary learning developed and sent to the middle judicatories for their inspection and approval of content by October 5, 2009. Returned to Dr. Perry from middle judicatory leaders by October 12, 2009.
8. Second draft rewritten and sent to the middle judicatory leaders for final approval by October 20, 2009 and returned to Dr. Perry by October 27, 2009, in order to be given to professional editor by for final editing by October 28, 2009.
9. Final draft of Project Summary Document completed by November 2, 2009.

10. First draft of PowerPoint presentation completed by November 3, 2009.
11. Presentation of results and first draft of PowerPoint made to Converge Worldwide Leadership Team on November 5, 2009.
12. Second draft of PowerPoint presentation completed by November 10, 2009.
13. Presentation of report with specific district implications as it relates to our funding systems and practices (delivered at the Overseers Retreat on November 12, 2009).

Project Focus Questions

14. Within your regional movement, what are the specific strategies that provide funding for your general ministries fund?
15. Please rank these strategies according to the following terms: very effective, effective, minimally effective or not effective.
16. Please describe the process you go through on a yearly basis in developing your specific development goals for the year. Do you measure the effectiveness of these goals on a monthly, quarterly or yearly basis?
17. How do you segment your donor appeals in terms of prospective donor's interest as it relates to your mission?
18. Within your particular regional movement, what are the financial arrangements you have with your church planters? Do you assess, in anyway, church planter support? Do you have a standard administrative fee for those raising support through your organization? How is your church-planting movement funded?
19. As it relates to the allocation of work funds or start-up grants for church planting, do you have such a system in place where you give work funds or start-up funds

- for your church planters out of your general offerings? If you do, how much do you typically give? If you do not, how are these work funds generated?
20. Do you have an expectation that your church planters pay these work funds back? If you do, what is the protocol you use for this process?
21. Within your organization, do you have specialized alternative funding sources such as a foundation or an endowment? If you do, how large are these and how was this developed? How do you maintain and grow these alternative funding entities? How are they governed?
22. What has been your largest barrier to fund acquisition from your churches? How much of your total funding comes from your churches? Do you have a specific goal in terms of a percentage of the overall funding that you would like to see come from your churches to your general fund?
23. How do you respond to and regulate appeals for funding to the churches in your regional area from your national body? Do you have a coordinated fund development process and strategy with your national body? Are there protocols and practices set up to make sure that both entities are treated fairly and can grow together?
24. What written policy, strategy or protocol documents do you have in your possession that I could take as examples of what you have done in the area of fund/resource development?

Participant Selection

Five middle judicatories were selected to take part of this project:

- American Baptist Churches of the West
- Converge Southwest
- Converge MidAmerica
- American Baptist Churches of Michigan
- Great Lakes Region of the Evangelical Free Church

The following list is the rationale behind their selection:

- Affinity in terms of structure in both ministry practice and funding policies.
- Uniqueness in terms of effectiveness in a particular funding practice.
(For example, the American Baptist Churches of the West and Michigan have developed a major endowment that helps to fund their core ministries.)
- Balance in terms of costs of travel.
- Relationship with key regional leader. (In all these regions, I have a relationship with the middle judicatory leader. In three of the five, the relationships are somewhat close. In two of the five, we have met and there is at least name recognition.

The remaining part of this sabbatical report will be divided into three major sections. The first section is a brief overview of each of the entities that were involved in this particular case study. This will provide a context for the data as well as the

recommendations that will be coming forth based on my interactions with each region, both in terms of the interviews conducted as well as the written material that was given to me per region. The second section will lay out what I call the major learnings from this project. The third and final section will be my recommendations to the governing board of the Great Lakes Baptist Conference, the Overseers, based on the research. The Overseers are the men and women duly elected from our churches that I am directly accountable to as the servant to the churches of the Great Lakes Baptist Conference.

This role as the servant to the churches is also balanced with my role as a “leader of leaders” among the churches and their pastors. Even though, due to our polity, this leadership is more heavily weighted to one of influence and relationship with our pastors it is primarily augmented by a sense of spiritual authority that is seen and affirmed over time as someone demonstrates faithfulness to one’s call. Even though there are times when we must exercise our positional authority as stewards of the doctrinal statement of the Conference and the personal, moral, and ethical actions of the leaders of our churches.

Research Methodology

An ethnographic research methodology was 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 was assured of my strictest confidence. No one entity has been singled out in terms of possible comments or perceptions, as it relates to the basic research questions stated above that served as the foundation of the interaction.

Drafts of the interviews were critiqued and reviewed by each middle judicatory to ensure that their input is reflected accurately. Each middle judicatory engaged in this project had both similar and unique characteristics. In this section, I will introduce each judicatory by giving a snapshot of its history, structure and unique focus of ministry. It was out of these interactions that the major learnings that are shared in Section Four would be gleaned from the interviews, written case studies and other materials provided by each middle judicatory interviewed.

Middle Judicatories

Converge MidAmerica

The district goes back to a small group of Swedish Baptist immigrants in Rock Island, Illinois, which then spread to other cities along the Mississippi River in Iowa, Wisconsin and Minnesota, as well as the still-fledgling city of Chicago. The churches soon organized into a conference—which in those days literally meant 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 125 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 Bernard Tanis is the Executive Minister.

The American Baptist Churches of Michigan

The American Baptist Churches of Michigan is comprised of more than one hundred fifty congregations across Michigan, ranging in size from less than forty people to more than two thousand; located in the great metropolitan center of Detroit, cities, small towns, and countryside; composed of people from various ethnic groups; seeking to impact our state and world with the good news of Jesus Christ.

Growing Healthy Churches is more than a slogan. We are passionate about what it means to be about Growing Healthy Churches that our churches might, through a deepening, solid, lived-out faith, reach post moderns craving spiritual moorings--craving a relationship with this God in Christ.

Our church consultants and support staff seek to strengthen and support congregations through:

- Networks that enable churches to help each other
- Church health assessments & training
- Equipping & supporting pastoral leaders

- Region-wide youth ministry events
- Camping ministry
- Missionary deputation & mission trips
(<http://www.thebaptistmanor.org>)

The conference has over 154 churches and covers both upper and lower Michigan with its headquarters being in East Lansing Michigan the home of Michigan State University.

The annual operating budget for the region is \$750,000. Reverend Dr. Mike Williams is the Executive Minister.

American Baptist Churches of the West (Growing Healthy Churches)

American Baptist Churches of the West is Growing Healthy Churches through serving congregations who are committed to and accountable for their role in fulfilling the Great Commission.

Our mission is growing healthy churches by networking, resourcing and encouraging churches in the areas of growth, health, transformation and church planting.

Our standard is excellence. We work with passion and with integrity. We're together.

What is our Mission? Growing healthy churches by networking, resourcing and encouraging churches in the areas of growth, health, transformation and church planting.

What is our Vision? We envision a God-empowered movement of 300 growing and reproducing congregations by 2012.

Since 1997 over 170 congregations have experienced radical transformation and as a result many are intentionally and successfully reproducing new disciples and leaders. Our ability to network churches and offer assistance in vision casting, church assessments and capital fund campaigns has been crucial in the transformation.
(<http://www.growinghealthychurches.org>)

The operating budget for Growing Healthy Churches is \$1.47 million. Dr. Paul Borden is the Executive Minister of the American Baptist Churches of the West.

Great Lakes Region of the Evangelical Free Church

The Great Lakes District of the EFCA, exists to passionately honor God and make disciples of Jesus Christ by:

Ensuring the Free Church Movement's doctrine and practice
Encouraging servant relationships among Pastors and Church Leaders
Empowering local churches to fulfill their mission and vision
Establishing strategic partnerships and new churches so that the Kingdom of God is intentionally expanded throughout our sphere of responsibility (Illinois, Indiana, Michigan, Ohio, and Kentucky border)

Vision Statement

The Great Lakes District of the EFCA will be a family of healthy interdependent churches advancing and celebrating a Great Commandment love (Matthew 22:37-38) and a Great Commission purpose (Matthew 28:19-20) among all peoples by the power of the Holy Spirit (Acts 1:8).

The Great Lakes Region of the Evangelical Free Church has ministry to its churches in several areas: Church planting, pastoral care, women, Hispanic, pastoral placement and leadership development. They also have affiliate relationships with twelve other ministries such as Breakthrough ministries in Chicago, Illinois whose mission "demonstrates the compassion of Christ by providing neighborhood-based holistic services that empower individuals, families and urban communities to overcome poverty, addiction and isolation. (<http://gld-efca.org>)

It has approximately 180 churches in five states. The operating budget of the Great Lakes Region of the Evangelical Free Church is \$550,000. Dr. Richard Thompson, District Superintendent.

Converge Southwest

Converge Southwest is a district of the **Baptist General Conference** committed to expanding God's kingdom by empowering His churches throughout southern California, Arizona, and Texas.

Vision

- Casting God's vision, capturing leaders' hearts
- Being a people, not an organization

- Establishing meaningful ministry relationships
- Promoting healing and health
- Restoring the soul
- Mission
- Expanding God's Kingdom by Empowering His Churches

Our Core 4

- Creating New Churches
- Cultivating Healthier Churches
- Connecting People to Resources
- Caring for Leaders

Values

- Mobilizing and Multiplying Through Teams (<http://www.swbc.org>)

The district ministers alongside of 102 churches in Southern California, Arizona and Texas. The current operating budget of Converge Southwest is \$805,000. Reverend Bruce Sumner serves as the Executive Minister.

Section Four: Major Learnings

Learning One:

Middle judicatories that are going to not only survive but also thrive financially must take it upon themselves to find, solicit and develop alternative forms of revenue. The days of denominational entities being almost exclusively funded by their churches is no longer the case.

Each denominational entity shared a consistent theme. They either reached a plateau in funding or they experienced a decrease in revenue from their churches. They are several reasons for this shift taking place over the past 30 years:

1. **Cultural/sociological.** We have moved from a product-driven culture to a market-niche culture. The days of having only four basic car brands and buying

- one of those brands simply because our father bought that brand (and his father before him) are long gone. The customer, not the company, is paramount.
2. **Denominational loyalty is a thing of the past.** The key statement today is, “What have you done for me lately?” Generations of Swedish Baptist who only knew the Baptist General Conference, and who only went to Bethel, no longer exists.
 3. **We are more results oriented than activity oriented.** As our world has become much more complex, we have moved away from the “busyness equates productivity” model. We now seek to measure impact not by activity, but by results.
 4. **The phenomena of the mega church becoming the new denomination.** Many of the resources that our denominations gave to our churches are no longer sought out from the denomination or the middle judicatory, who at times seem so far removed from actual ministry and ministry-related issues.
 5. **Increasing family debt.** With the development of the two, working-parent household in America over the last 30 years, the primary volunteer force (i.e., women who prior to this would serve in the church) has been severely hindered. This impacts, not only the amount of time given to the ministry of the local church, but also the financial resources available for the local church due to increased debt load. Being financially free to give more to the cause of Christ is hindered by escalating debt.
 6. **Denominational programs and structure that are not centered on empowering the local church as its primary customer,** but sees the church as

its primary resource to accomplish its denominational vision. When asked, “What is your most effective strategy in the area of resource development?”, one executive said, unequivocally, that it was the focus on meeting the needs of his congregations and making sure that the needs of his churches, as well as their missions, are being put forth first. The local church does not exist for the denomination, but the denomination exists to help the local church to fulfill its mission to impact there communities and the world for Christ. Mixed messages are sent out to our donors when we as denominational executives do not embody this value.

7. **An over reliance on church support instead of moving to a model that is more diversified in its funding approach**, especially as it relates to individual donor and major donor support. Fundraising is about relationships. It takes time to build and nurture relationships. Churches, even though outwardly more stable, are at times some of the more unstable funding donor bases. Their status as it relates to organizational or institutional support versus support for an individual missionary can change on a quickly depending on changing circumstances or the addition of another missionary family. If those involved in making decisions on the local level do not understand the value of the denominational support they receive or that there support might be deficient, then the denomination gets cut when things get tough.

Below are examples of funding that I felt were most helpful for this very critical area:

1. **Development of an endowment.** This was one of the major strategies employed by two of the regions with whom I interacted. One of the regions has developed a

separate 501(c)3 foundation to invest, manage and release funds to the core ministries every year. (See Appendix 6)

2. **Pay for services.** This was intriguing to me. I am accustomed to simply providing services, such as legal and corporate questions, accounting/payroll services and search processes for churches in transition, for free. One denomination does not work with its churches in transition, unless they have been consistent in their giving to the mission, willing to reengage their giving to the district at a level of 10 percent of their income or pay a fee for the service provided. Another service I would like to highlight is capital campaigns. Adding a staff member who is very familiar with leading campaigns and who can help the churches within the middle judicatory to execute effective capital campaigns—for a fee—is an excellent way to not only create an additional revenue stream, but also gain the churches' buy-in for the district vision and mission.
3. **Ownership of profit entities that return resources back to the middle judicatory.** One judicatory is part owner of an assisted living/nursing home facility. This entity invested quite of bit of resources and loans up front while the facility was being brought to occupant capacity, but it is now a revenue stream for the district.
4. **Investments in micro-organizations that turn a profit** as a result of the up-front money put in to gain an ownership share of the investment vehicle. This alternative funding strategy requires a great deal of technical and financial expertise, and there is some risk involved but, if done correctly, this strategy can reap thousands of dollars for the middle judicatory.

5. **Creation of strategic partner relationships.** These are sponsorship agreements developed between the middle judicatory and a particular business vetted extensively by the judicatory. This allows the organization to be featured on the judicatories website, promoted at regional events and exposed to the broader constituents of the denominations members—at no cost.
6. **Development of a planned giving function.** This major area has been explored and developed much more extensively by colleges and universities but, when set up correctly, can provide major revenue for churches as well. Typically, the return on this revenue is not for several years; however, its ability to impact an organization's growth and stability is critical.
7. **Denominational partnership/movement fees** (different than fees for services in terms of focus). Fees for services are primarily for the churches within the middle judicatory. This strategy is based on the premise that an effective judicatory can and will be used to impact and influence other movements outside of itself and even its denomination and, thus, as consulting/coaching relationships are developed with other groups, these outside groups would need to provide income to the organization for the use of its personnel. This potential revenue stream is very attractive to kingdom-minded people such as me.
8. **Development of a church extension/loan fund.** One particular middle judicatory had its own loan fund and, because it did not take in money for the purpose of investing it, it was not bound by SEC regulations. Therefore, the judicatory could make loans to its constituency and maintain a small board of overseers, with a

quick turn around on decisions, using the interest from the fund to give back and help support the general fund of the middle judicatory.

Learning Two

The need for a budget covenant between the different autonomous entities within the denomination and churches of a middle judicatory to that judicatory.

This was one of the most insightful areas from my entire research. If we were to be honest with ourselves, we would have to admit that we do not like the word accountability. In reality, apart from some type of accountability, most of us, if not all, would never get anything done. Denominational structures who have bought into the family motif of self-description (i.e., to be together and to support one another like any good family) should instead look to reflect the biblical motif of an army on a mission (i.e., to accomplish something together that could never be accomplished on one's own). The lack of accountability will continue to keep us from seeing God use us to make the type of individual and community transformation that many of us desperately want to see happen.

The budget covenant between churches and the middle judicatory and between the autonomous and independent corporations of a denominational entity, that are baptistic in polity, forms the frames by which each local church, middle judicatory and national denomination holds itself accountable in the funding area. (See Appendix 7)

Learning Three

Funding will never take place unless there is mission and vision alignment, first.

Over and over again throughout my research, participants would relate the importance of this truth to me. Because denominational loyalty is no longer a given, each

middle judicatory must continually earn the right to be heard. Each must have a clear and well-articulated mission and vision statement, as well as a committee, to see the ministries, staffing, budget and relationships of its churches align with the mission of the judicatory. Even with a clear and focused mission in place, churches may not align until their local church-based issues—and not the national denomination’s agenda—become a priority.

In my own experience with Great Lakes, almost four years passed before mission and vision alignment happened within our context and we are still not where we should be. I did a major assessment of the Great Lakes ministry and spent time reconnecting with and retelling the story of the Great Lakes Baptist Conference to our churches over and over and over again. In order to help the middle judicatory fulfill its mission in partnering with each member church to help them reach their communities for Christ, my effort took more than simply laying out a good and clear picture of who we (i.e., GLBC) are and took more than accurately communicating what needs to be done. Ultimately, we had to deliver on those things that were promised in order to be credible and to assure the churches that true alignment had taken place.

Learning Four

Church planting and church transformation/revitalization are two sides of the same coin. Both strategic functions operating at a high capacity in the eyes of the customer (local churches and individual donors) are keys to continued donor partnership.

As a denominational entity, our selling product is changed lives and changed communities. The vehicles or processes by which this type of change occurs are through the planting of new congregations and the revitalization of established churches. Those vehicles are not either/or propositions, but both/and.

As noted earlier in this report, churches need to know their denominations (are workers (i.e., partners with them) and not just spectators passively watching from a distance.) Churches need to know their denominations have the local churches' best interests in mind. (Refer to p.32, Learning One, Number 6.) Could it be that instead of simply continuing this downward slide we're in, we, the executive ministers of the BGC and the president's leadership team, reconfigured ourselves to have the national denomination play the primary role in resourcing the district and have the district serve as the primary conduit through which resources are given to the church?

These resources are being centered on two major functions: the planting of new congregations and the revitalization of those churches that plateau or decline. In other words, districts continue to stress growth both qualitatively and quantitatively in coming alongside their churches focus the ministry of the church on producing growth and change in their communities—whether it be through the vehicle of new church planting or church revitalization—in turn develop ministry partners who ascribe value to what is being done and, thus, do not mind giving financially to it.

Learning Five

Staffing is critical if a district is to develop the funding base that is appropriate for its mission—both presently and in the future.

The area of staffing for growth in this area runs counterintuitive for many churches and organizations, especially if they are struggling financially. The development person on staff is not a luxury, and seeing the position as so is a false perspective. The current economic times are a testament to the need for such a role in the church. Exposing other staff members to expert-level development strategies will help their learning curve.

Learning Six

Board Involvement in the funding task is critical.

The executive's role in and response to financial issues are key factors in the process of the board seeing fund-raising as part of their task. Board members must never feel pressured to give, but supporting the ministry financially is part of their responsibility, and that duty should be clearly communicated to them. Resourcing can take place in ways other than directly giving money. Board members can help to resource the denomination by planned giving, hosting donor parties and introducing the key executive to a person of means, gifting land and other possessions. (See Appendix 8.)

Learning Seven

Fundraising is about relationship.

Face-to-face time with potential donors is always the best way to raise funds. Critical steps include speaking in the churches on Sunday, creating cluster groups by which the executive or someone on his/her staff can connect with these people (the backbone of the giving), working with individual and major donors to identify other potential donors, tracking donor interest, cultivating potential donors, creating pathways by which donors can become more hands on in terms of their exposure and involvement in your ministry and acquiring funds. The executive over the judicatory must be willing to spend between 25 and 50 percent of their time in this area. For many middle judicatories, the key to financial viability will be to move away from primarily relying upon church-based contributions and move toward donor-based contributions that are heavily endowed with individual donors. To remain financially stable, judicatories will also need to adopt other alternative funding strategies.

Learning Eight

Moving away from church transformation to community transformation, as a focus of denominational activity, allows the denomination to gain a broader sphere of influence both within the church and the community.

Today's younger parishioners have written off many denominations, because they cannot understand church tradition or inward focus of ministry. For them, ministry goes beyond what takes place in the pew on Sunday morning but, rather, looks into what is making a difference in the community every day. Similarly, twenty-something and thirty-something individuals of today, measure church not so much by the preaching or the singing during the service, but by the missional involvement of that church within the community (e.g., activities that are need based such as food pantry, community economic development, and political and social activism on such issues as abortion and the environment.) Those individuals do not measure success by mass attendance on Sundays. They measure success by the impact on the community when the church house is empty.

Learning Nine

Direct mail marketing that tells a story of life or community transformation is still a critical part of an overall development strategy.

Several years ago direct mail became the rage of the industry. Everyone both profit and nonprofits, including churches and church-related organizations were jumping on the direct mail bandwagon. I can remember how in our denomination this craze spread even beyond appealing to specific donors to actually targeting certain people for a new church plant.

Since the peak of this frenzy in the mid 1990s, the industry has come full circle to this very basic principle as it relates to fund acquisition (i.e., ultimately, it's about

relationships). Even though this is the case, direct mail is still an effective tool for developing credibility and name recognition, especially when materials are attractive and the ministry's information is in the form of a narrative. Additionally, the "Pay for Services" you provide as a ministry to the local church need to be highlighted in the direct mail piece to pique interest and eventually reap financial benefits.

Learning Ten

Increased use of technology in the area of donor acquisition, donor tracking and online giving responsibilities will only increase in the days ahead.

Donor software packages, such as The Raiser's Edge and eTapestry, are part and parcel of today's development efforts within middle judicatories (<http://www.blackbaud.com/products/fundraising/raisersedge.aspx>, <http://www.etapestry.com>). Both online giving sites and the ability to send immediate feedback to donors are critical to growing a donor base for an organization: the greater the quality of the infrastructure, the greater the likelihood for accurate record keeping and market segmentation of donors, along with their interests and backgrounds. This information is helpful for acquiring donors and for developing your ministry's story to share with those whom you desire to partner.

Learning Eleven

Hosting events to facilitate the acquisition of names is a very useful and helpful strategy when done correctly.

Middle judicatories should be cautious about using events as a primary means of development. However these when done correctly can be major funding pools for new names. A quality event will leave your guests highly motivated and excited about your ministry, but the event can also be costly. One middle judicatory hosts an annual banquet.

Approximately 500 people come every year, and those who are running the event use it as a prime “fishing pond” for donor acquisition.

Learning Twelve

One-on-one donor acquisition will need to be a major focus for middle judicatories, if they are going to develop alternative resource streams outside of direct contributions from affiliated churches.

The ability to execute both a major and minor donor development initiative depends on the support infrastructures of a particular middle judicatory. The need for donor software acquisition as well as staffing to drive this process is critical. Cultivation of donor contacts, through specific targeted events, seems to be a very effective strategy for two of the five middle judicatories with whom I have interacted. (Refer to the above, Learning Eleven.) All of them, however, would agree that this area of their fund development ministry is lagging behind other local para-agencies such as Christian colleges and major parachurch movements such as Youth for Christ and Campus Crusade for Christ.

Recommendations

1. Budget Covenant

Work and create a budget covenant in partnership with all the organizational entities of the Converge Worldwide (BGC).

This budget covenant would be based on a shared mission dollar approach versus the designated approach we as a denomination have embraced over the last 20 years. Designated giving for projects related to our missionaries and church planters would be allowed however the salaries and core expenses of both the middle judicatories within the

denomination and the national movement, and our international missionaries would be funded through this shared mission fund.

We would need to align ourselves organizationally and financially with budget decisions made in conjunction with the district, national and international levels. Ministry would have to be looked at strategically to determine which entity is best served to resource this particular initiative in support of our ministry to the local church. Our entire denomination would need to see the local church as the primary entity for ministry to a lost and dying world both nationally and internationally.

2. Donor Development

Creation of a joint development entity that would service national, international and regional movements within Converge Worldwide.

Emphasis needs to be on individual donor development, both major and minor, around the area of affinity. The focus would need to be on a national development plan that would also include three to four special, nationally-targeted offerings from our churches that are project orientated. Proceeds of these special offerings would be developed between regional, national and international entities based on agreed upon percentages that have been negotiated ahead of time.

3. Regional Foundation

Development of a regional foundation that helps to underwrite regional, national and international mission initiatives.

Areas such as planned giving, as well as direct contributions of land and other assets would be used to fund this type of foundation along with churches who close. The purpose of the foundation would not simply be regional but would be used to help fund both national and international mission initiatives.

4. Regional Board of Advisors

Create regional boards of advisors who would help to lead regional movements of fund development.

Currently, my district is divided into nine regions. Each region working with the Executive Minister would gather a group of 5-8 preferably lay business persons whose passion and primarily volunteer activity would be the solicitation of resources for the middle judicatory. These entities would be advisory in nature and would be key lay leaders who have a vested interest in the mission of the Great Lakes Baptist Conference. These leaders would host regional development activities that would range from hosting private fund-raising dinners/lunches to sponsoring larger fund-raising events that they would sponsor within their spheres of influence.

5. Alternative Funding

Creation of alternative funding for profit entities that tithes back to our missional efforts regionally, nationally and internationally.

We have the foundation of this model in our relationship with Cornerstone. The learnings from this report would suggest that this be greatly expanded to move into the development of for-profit businesses. The denomination's pooled resources would then tithe back to the denomination out of its profits for our missional endeavors. Lawndale Community Church is an excellent case statement of this type of strategy taking place on a local level. They share the profits of a local pizzeria as well as other businesses.

Conclusion

Even though the above recommendations are not exhaustive, they provide a good starting point for me as I enter my second term as Executive Minister of the Great Lakes

Baptist Conference. In order for any of these recommendations to become a reality, we must rely on the supernatural power of God to work through the prayers of weak and broken people. A great task is ahead. Our church movements need to grow, survive and thrive in the communities to reach people for Christ. I am convinced that we must be even more strategic, more prayerful and more willing to do whatever is necessary to see lost men and women come to know Jesus as the Lord and Savior. Ultimately, this sabbatical project is not about a denomination or about the money needed to fuel the operations of that denomination, but this project is about the call God gave to all of us to go and **make disciples** of all nations. May this brief synopsis of our past and present circumstances remind us to press forward “toward the mark for the high calling of God in Jesus Christ!” (Philippians 3:13-14, KJV)

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Appendix One

CREATING A COMPREHENSIVE DONOR DEVELOPMENT SYSTEM FOR THE GREAT LAKES BAPTIST CONFERENCE

I. IT WORKED THEN

The traditional paradigm of funding denominational entities was built on the presupposition that the churches in the denomination would contribute (either voluntarily or as required) to the overall financial health of the denomination. The *all or nothing* approach was consistent with our culture up through and including the 1960's and early 70's. Such concepts as *market niche*, *target group development* and *customer-specification* were subordinate to brand name loyalty. People prior the 70's bought a Ford because they had always bought a Ford and quite possibly their father had bought a Ford. Over the last thirty plus years, things have radically changed in American culture. Loyalty for loyalty sake has been replaced with "what have you done for me lately?"

II. WHAT WORKS NOW

Denominations as a whole are declining and struggling to survive (there are exceptions), funding the whole has gone the way of *donor driven strategies* and individuals prefer designated over non-designated giving. Consider these generational differences: The GenX person is expanding this definition of giving even further with a tendency to want to actually participate in mission, not just fund missions with designated dollars (preferred by boomers) or give to non-designated funds because of institutional loyalty (the favorite for pre-boomers).

In order for a denominational entity such as the Great Lakes Baptist Conference to continue to exist, the development of a comprehensive funding plan which includes a significant emphasis on major and individual donor development as part of the funding plan is essential. Up to this point, the GLBC has been weak in taking this type of initiative as it relates to the overall mission of the district. Individual church planting support has been the primary, if not almost exclusive, expression of individual donor support. This must change if this district is to develop funding platform that is built on more than shifting sand.

III. A WORKING MODEL FOR THE FUTURE

The creation of a donor pyramid philosophy with intentional strategies geared toward each level of the pyramid is critical. The goal of a donor pyramid philosophy is to always be moving the donors within the pyramid from one level to the next. This requires an understanding of what interested the donor initially, as well as a comprehensive donor development strategy that continues to pursue new donors and nurtures the donors that have already entered the pyramid.

At the bottom of the pyramid there must be a critical mass of persons in order to sustain the growth of the pyramid. Donor strategies of identification such as: website interaction with potential donor universe, relational appeal networks, cultivation of niche donors and

creating a culture where every interaction by those who serve the organization is geared around donor identification is fundamental.

The role of the board especially as it relates to the cultivation of major gifts is crucial. Today's board must understand that it has two primary functions: A fiduciary function in the area of overall policy and long term organizational planning and the development and funding of donor expansion. Each board member should either have personal capacity to help in the overall funding health of the organization or the capacity through their networks to access major funding for the organization. The day of "a management, let's discuss it" board is over, if a nonprofit organization is going to be able to accomplish its mission within the context of so many other worthy and competing entities. The board must lead the way in this area.

Staff must realize that no matter what their official capacity with the organization they are all donor developers. From the receptionist who answers the phone to the Executive Minister/CEO, they all have some level of donor identification and retention.

The primary role of the Executive Minister CEO within a denominational context such as the Great Lakes Baptist Conference is three-fold:

1. The developer and articulator of the mission and vision of the organization
2. The funding of that organization (The area of donor development/funding is a critical and major piece of this role.)
3. The primary point leader, in terms of creating and maintaining organizational accountability to its mission.

WORKING TOWARD THE BOTTOM LINE

As it relates to the Great Lakes Baptist Conference, I am proposing that we develop a donor development pyramid system, which tracks all our donors no matter how they are acquired through a grid by which specific level strategies are employed to cultivate increased participation.

From perusing our current donor capacity I would like to suggest that the following benchmarks be used as the overall structure of such a pyramid system. Yearly evaluation of these benchmarks is vital.

The suggested benchmarks are based on yearly contribution amounts are as follows:

1. \$300 and below
2. \$300-500
3. \$500-750
4. \$750-1000
5. \$1,000-1,500
6. \$1,500-2,000
7. \$2,000 and above

ACTION STEPS NEEDED

1. Identify every single donor using 2003 and 2004 as the data pool.
2. Place each donor in a specific category.
3. Identify what specific area(s) individual major donors are most interested (\$750 or above).
4. Identify those donors who primarily give to the general fund.
5. Develop a time line and set of strategies to begin to offer systematic appeals to each donor level including major donor development.
6. Goal should be 10% increase in donor commitment on all levels up to major donor category per year. Major donor giving should increase collectively by 10% minimum per year (cumulative total of \$750 and up donors).
7. Identify individuals who gave to the year-end appeal.

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 <i>Hit the Bulls Eye</i> 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 <i>Circle one:</i> 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:
1.	▶ 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	▶ 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.

	ministries, such as: women, youth, loan and investment, estate planning, financial and administrative support, and church planting.	• 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.
2.	▶ 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.
3.	▶ 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.
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. ▶ 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	▶ 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.

	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.	
5.	▶ 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 <i>outward</i> instead of <i>inward</i> focused.
6.	▶ 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.	▶ 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 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.	
7.	▶ 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:
1.	▶ 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.
2.	▶ 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.
3.	▶ 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.
4.	▶ 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.
5.	▶ 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	▶ 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.

	ministry (multiplication, mobilization, administrative support and the Loan and Investment Fund).	
6.	▶ 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.
7.	▶ 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.
8.	▶ 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.
9.	▶ 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.
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	▶ 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.	
	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.	

	▶ 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 <i>Rationale</i> (at right) are fulfilled. ▶ That unless the Lord supernaturally addresses those areas, this move will not happen for two to three years.	▶ 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.
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**Please contact Dr. Dwight Perry with questions or comments:
dwightperry@msn.com**

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. G. Mobilization coaches will eventually serve under the direction of the Associate Minister of Mobilization. Until that person is appointed they will report to the Executive Minister H. For the next four years mobilization coaches serve under the direction of the Executive Minister. As Area Ministers are deployed, they will work with the Area Minister in resourcing the churches that are in their area. III. Associate Minister of Mobilization A. In the fourth year of this process, (the fifth year of the current Executive Minister's term) an Associate Minister of Mobilization will be hired who will assume the duties that the Executive Minister had carried up this point and oversee the entire mobilization process along with the area ministers B. During the first four years, Executive Minister will directly oversee mobilization coaches that are employed in areas that do not have an area minister.
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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:
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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.
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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.	- 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	- 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

- 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.	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.	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 be done as they work together. All LEAD Teams will have a compelling missional vision that is consistent with their ministry context. <i>Doing something together that is contextually relevant and requires them to dream together to accomplish the task.</i>
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Recommendation 5: 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.

Recommendation 6: 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:
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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	• 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
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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.		
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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.	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

Center for Youth Leadership development needs to be implemented		
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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,	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.

training, assessment and parenting new churches. • 08/09 – Increase funding in the area of recruiting, training, assessment and parenting new churches		
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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:
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• 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 <i>Church Planting Landmines</i>) 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.
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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 <i>Ministry Connect</i> 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 initiative.

Recommendation 7: 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.

Recommendation 8: 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 church) and not just something that the church planter is forced to do.
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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.

Recommendation 2: 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	- 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.

energy expended.		
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Recommendation 3: 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.

Recommendation 4: 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:	Projected cost:	Further Explanation:
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(based on 1, 2, 4 or recommendations)		
- 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 <i>Recommendations 1, 2, and 4</i> under <i>Mobilization</i> <i>Area Minister</i> (page 1) <i>Mobilization Process</i> (page 2) <i>LEAD Teams</i> (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.

Recommendation 8: 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.

Recommendation 9: 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

Recommendation 10: 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	Cost for relocation will need to be assessed six months out from projected move. Items under consideration: - Equipment relocation - Equipment replacement - Filing reallocation.	- 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. - 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. - It is closer to the current church growth area and has potential for more growth.

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.		
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Appendix Five

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

Appendix Six

ENDOWMENT FUND OF THE AMERICAN BAPTIST CHURCHES OF MICHIGAN

Purpose

An Endowment Fund (herein referred to as the "Fund") is hereby established to receive designated donations, gifts, contributions, and bequests, the principal of which shall be held in trust in perpetuity to be utilized in accordance with the purposes, terms and conditions of this Fund, as hereinafter set forth. In furtherance of the purposes of the Fund, The American Baptist Churches of Michigan, a Michigan nonprofit corporation, does hereby give, grant, assign, transfer, and convey to the Trustees of the Endowment Fund (herein referred to as the "Trustees") all of its right, title, and interest, if any, in and to such contributions as have been made or may be made to the Fund to be held by the Trustees, in trust, upon the terms and conditions provided herein.

The Fund is created and shall be operated exclusively for the purposes and objects set forth in the Articles of Incorporation of The American Baptist Churches of Michigan. No part of the income or property of this Fund shall inure to the benefit of or be distributable to any member, director, or officer, or Trustee of The American Baptist Churches of Michigan, the Fund, or to any other private person.

Article I

Endowment Fund

1.1 The name of this Fund, including the trust in conjunction therewith, shall be "Endowment Fund of The American Baptist Churches of Michigan."

1.2 The American Baptist Churches of Michigan or the Fund may receive designated donations from any corporation or individual, or organization or from any other source in cash or in other property acceptable to them upon any conditions not inconsistent with the terms hereof. All funds or property of whatever nature so received together with all income therefrom, which are part of the Fund, shall be held and managed in trust, and administered and paid out pursuant to the determination of the Trustees consistent with the terms and provisions herein. All funds and property shall be kept and maintained separate, distinct and independent from the funds and property otherwise belonging to The American Baptist Churches of Michigan.

1.3 The Trustees may accept or reject donations which are restricted as to their uses and purposes, provided that any restrictions placed on donations accepted shall be within the purposes and objects referred to in this Instrument; and, notwithstanding any other provisions of this Instrument to the contrary, the Trustees shall disburse the income

and/or principal or any part thereof in accordance with the directions made by such donor. The Trustees may reject any donation offered to the Fund. The Trustees shall not, however, be required to make physical segregation of the assets in order to conform to the directions of any donor, but may establish separate accounts in its accounting records. The Region Board of The American Baptist Churches of Michigan (hereinafter referred to as the "Region Board") shall be advised of the purposes of all restricted donations and be given an opportunity to suggest modifications or recommend rejection of the gift if in its opinion the restrictions are not consistent with The American Baptist Churches of Michigan purposes.

1.4 The Trustees shall apply the Fund, at such time or times, in such manner, and in such amounts as they may determine, or as may be required by restricted donations, to the uses and purposes of The American Baptist Churches of Michigan. All distributions of income or principal shall be transferred to the General Fund of The American Baptist Churches of Michigan and, with the exception of restricted donations, the actual expenditure of such income or principal for authorized purposes shall be made as directed by the Region.

1.5 All donations (including all gifts, bequests, donations and contributions) to The American Baptist Churches of Michigan for this Fund shall be added to and become a part of such Fund to be held in trust in perpetuity subject to the provisions of paragraph 5.2 hereof, for the purposes above stated.

1.6 The American Baptist Churches of Michigan shall have no right to assign, transfer or alienate any interest in the principal or income of the Fund, and no portion of the Fund shall be subject to claims against or liabilities of The American Baptist churches of Michigan.

Article II

Trust Distributions

2.1 The Trustees shall receive, hold, collect, manage, sell, invest, and reinvest any property, or the proceeds thereof, at any time forming part of the Fund, for the following uses and purposes.

2.2 Income - Distributions of income may be made solely for The American Baptist Churches of Michigan purposes. Any income not distributed within six months after the end of the calendar year in which it was earned shall be added to and become a part of the principal of the Fund.

2.3 Principal – It is intended that the Fund shall be perpetual subject to the provisions of paragraph 5.2 hereof. The Trustees may authorize distributions of principal only upon occasions of extreme financial need by The American Baptist Churches of Michigan or to meet the requirements placed on restricted gifts by the donor. Extreme financial need shall be deemed to exist only when the continued existence of The American Baptist

Churches of Michigan as a body shall be impaired because of a lack of operating funds unless such principal is so distributed. The existence of such extreme financial need shall be determined by the Region Board and may be made only if approved by eighty (80%) percent of the Region Board present at said meeting at which a quorum is present.

Article III

Management Powers of Trustees

3.1 The Trustees of the Fund shall have power to sell, transfer, pledge, mortgage, hypothecate any real, personal, or mixed property in the Fund, and to invest and reinvest the proceeds therefrom in other real property or in personal property of a kind customarily used for investments, and to do any and all acts that in the judgment and sole discretion of the Trustees are necessary to prudently and properly manage these funds and to carry out the intent and purposes for which the Fund is created. A quorum of four (4) Trustees is required to transact any Fund business.

3.2 Liability - The Fund Trustees shall not be liable for any losses which may be incurred upon investments of the trust funds except to the extent that such losses shall have been caused by bad faith or gross negligence of the Trustees. No Trustee shall be personally liable as long as the Trustee acts in good faith and with ordinary prudence in discharging the office of Trustee.

3.3 Compensation - The Trustees shall not receive any compensation, but may be reimbursed from the income or principal of the Fund for expenses reasonably incurred.

3.4 Accounting - The Trustees, at each meeting of the Region Board shall render a report of their administration of the Fund to the Administrative Ministries Team of the Region Board. The Trustees shall also prepare a report for the Annual Meeting of The American Baptist Churches of Michigan. Periodic audits of the Fund shall be made by an independent certified public accountant from time to time as may be requested by the Executive Committee of the Region Board.

3.5 The Trustees shall be authorized to purchase appropriate Directors and officers liability insurance and to purchase necessary insurance covering their acts as trustees, and to purchase necessary insurance or bonds, with payment to be made from the Fund.

Article IV

The Endowment Fund Trustees

4.1 There shall be six (6) Trustees, elected by the Region for terms of two (2) years. Each year at the Annual Meeting, the Region shall elect three (3) Trustees for a two (2) year term. Vacancies existing in the office of Trustees, for whatever cause, shall be filled by the Region Board to serve until the next annual meeting of the Region, but the

Trustees may act notwithstanding the existence of any vacancy so long as there shall continue to be at least four (4) Trustees in office.

4.2 The Trustees shall not serve more than two consecutive terms. A term shall include any portion of an unexpired term that the Trustee may have served.

4.3 Four Trustees (subject to the provisions of Paragraph 4.5 below) shall constitute a quorum for transaction of any business of the Fund. The Trustees shall act by the affirmative vote of at least a majority of the Trustees present on each matter except as may otherwise be provided herein. Any instrument required to be executed by the Endowment Fund shall be valid if executed in the name of this Fund by at least four (4) of the Trustees. All actions of the Trustees shall be taken at a meeting at which a quorum is present. All such meetings shall have written minutes.

4.4 The Trustees shall designate and elect their own officers, and shall hold meetings from time to time as decided by them but at least semi-annually. The Chairperson of the Trustees shall be an ex-officio member of the Administrative Ministries Team of the Region Board and shall also be an ex-officio member of the Region Board and of its Executive Committee.

4.5 The Region President, Region Treasurer, Region Executive Minister, and the Chairperson or other designated representative of the Administrative Ministries¹ Team of The American Baptist Churches of Michigan Region Board shall be ex-officio members of the Endowment Fund Trustees Board, with vote. They shall not be counted in determining a quorum but their votes shall be counted to determine the necessary majority to transact business at any meeting.

4.6 Removal - The Region Board, by a two thirds vote of those present at a duly constituted meeting, may remove any Trustee by giving at least ten (10) days written notice and by appointing a successor for such Trustee.

4.7 Successor Endowment Fund Trustee - Any successor Trustee or Trustees shall succeed to all of the powers outlined in this document.

Article V

Duration and Amendments

5.1 This Fund shall be perpetual subject to the provisions of paragraph 5.2 below. The foregoing provisions may be amended or modified from time to time by the Region Board, by a two thirds affirmative vote of those present at a duly constituted meeting, whenever necessary or advisable for the more convenient or efficient administration of this Fund or to enable the Trustees to carry out the purpose of this Fund more effectively; but no such amendment or modification shall ever be valid or effective to alter the intention that this Fund be operated exclusively for anything other than religious or charitable or benevolent purposes, and no such amendment or modification shall in any way jeopardize or alter the tax exempt status which made the donations to it deductible from taxable income to the extent allowed by the provisions of the Internal Revenue Code and other applicable laws and regulations.

5.2 Distributions to The American Baptist Churches of Michigan shall cease and this Fund shall terminate if: (1) The American Baptist Churches of Michigan is dissolved (and no successor organization continues its activities), or (2) if The American Baptist Churches of Michigan or its successor ceases for any reason to be affiliated with the American Baptist Churches/USA, or its successor, or, (3) if The American Baptist Churches of Michigan fails to continue to qualify as an exempt organization under Section 501(c)(3) of the Internal Revenue Code of 1986 (as the same may hereafter be amended).

5.3 If there should ever be a termination of this Fund, no Endowment Fund Trustee or employee or person connected with the Fund or with The American Baptist Churches of Michigan or any other private individual whomsoever shall be entitled to share in the distribution of any of the trust fund or assets. Upon dissolution or winding up of the affairs of the Endowment Fund, whether voluntary or involuntary, the Endowment Fund and the assets then remaining in the hands of the Endowment Fund shall be distributed exclusively to The American Baptist Churches USA or to an organization affiliated with American Baptist Churches USA which will qualify under applicable provisions of Section 501 (c) (3) of the U.S. Internal Revenue Code and regulations as they now exist or as they may hereafter be amended. Upon the complete distribution of assets, this Fund and the trust shall terminate. This Fund is established under and shall be governed by the laws of the State of Michigan.

5.4 IN WITNESS WHEREOF, the Board of The American Baptist Churches of Michigan has duly agreed to the foregoing through proper corporate approval, and The American Baptist Churches of Michigan has caused this document to be executed by its Proper officers there unto duly authorized, this _____ day of _____, _____.

THE AMERICAN BAPTIST CHURCHES OF M ICHIGAN
a Michigan nonprofit corporation

By: _____
President

By: _____

Appendix Seven

COMMON BUDGET COVENANT OF THE AMERICAN BAPTIST CHURCHES IN THE U.S.A AND ITS RELATED CORPORATIONS AND REGIONS

7548:6/03

Christians are called to reflect God's values – that is, to view and respond to the world the way God does.¹ Created in God's image, humanity was designed to live in a covenant relationship with God as stewards of God's creation, caring for it and utilizing its resources in ways that were beneficial to all and that glorified God.² Humanity, instead, turned away from God, becoming estranged from our loving Creator, bringing ruin on ourselves and the world.³

Nonetheless, because of the Creator's incomprehensibly great love for us, God became human in Jesus Christ to become the sacrifice for the sins of the world, to conquer death and evil by His resurrection, and to offer pardon, reconciliation with God and eternal life to all who believe.⁴ Christ has commissioned His followers to proclaim to all the people of the world Jesus Christ as the Son of God, Redeemer and King, and to follow His example in ministries of compassion and healing.⁵

As citizens of God's kingdom through faith in Jesus Christ, Christians declare their loyalty to the Creator's values – extravagant grace, mercy, kindness, justice, holiness, and love toward all God has made. Recognizing that the earth and all its resources belong to God, they accept their roles as stewards of God, to manage all that the Creator entrusts to them in generous ways that reflect God's character and purposes.⁶

¹ Mark Vincent, *A Christian View of Money*, Herald Press, 1997, p. 31

² Genesis 1:26–31; 2:15–20

³ Genesis 3:1–24; Romans 1:21–25; 3:23; 8:19–23; Ephesians 2:1–3; Galatians 5:19–21; Hebrews 2:6–8.

⁴ John 1:1–14, 29; 3:16; Romans 3:21–26; 6:9–10, 23; 8:1–4; Ephesians 2:4–9; Hebrews 2:9; I Corinthians 15:20–27, 55–57.

⁵ Matthew 28:19–20; 22:37–40; 25:31–46; II Corinthians 5:14–21.

⁶ Psalm 24:1–6; Romans 12:1–2; Matthew 5:48; Ephesians 2:10; 5:1; Titus 3:3–8; I John 2:6; 3:16–18; 4:7–12, 16, 19–21; III John 11.

American Baptists came together to participate in this mission Christ has given us. Therefore, in response to the extravagant generosity of God and the commission given to us by the Lord Jesus Christ, we, as American Baptists commit ourselves to bring the good news of Christ to all people. In order to accomplish this purpose, we covenant with each other and with God to give to the Lord the first and best of the resources we manage as God's stewards in order to achieve Christ's mission, beginning in our own homeland and reaching to the entire world.⁷

Therefore, the American Baptist Churches in the U.S.A., its Related Corporations and Regions enter into a Common Budget Covenant for the purpose of financially supporting our work as partners in Christ's mission.

We enter into this Covenant, as Baptists have throughout our history, freely and voluntarily. We enter into this Covenant as one means of implementing the statement of purpose of the American Baptist Churches in the U.S.A., its Related Corporations and Regions. We affirm one mission in which we all share – local congregations, Regions and national organizations.

Organizations enter into this Common Budget Covenant as we mutually pledge to support one another and to govern our actions and procedures relating to raising, collecting, distributing, accounting for and reporting the contributions of churches and individuals for carrying out the American Baptist mission beyond the local church.

The purpose of the Common Budget Covenant is to detail the responsibilities necessary for all signatories of the Covenant to function as faithful stewards of the mission of Jesus Christ.

I. Plan Design

As a culturally and generationally diverse denomination, we will develop our mission interpretation, stewardship training, targeted giving, and reporting processes to attract mission commitment and support from all our constituencies.

A. Basic Components

Each region shall choose either the **United Stewardship Plan** or the **Flexible**

Stewardship Plan:

⁷ I John 3:1-3; Genesis 4:4; Deuteronomy 14:22-23; Malachi 3:10; Luke 6:38; Matthew 6:19-24; Luke 16:10-11; Matthew 25:14-30; Acts 2:42-45; 4:32-35; I Corinthians 16:1-3; II Corinthians 8:1-15; Philippians 4:11-13; I Timothy 6:17-19; Acts 1:8.

United Stewardship Plan

The United Stewardship Plan follows the general pattern of the previous Common Budget Covenant with United Mission as the core component and has the following provisions:

Allocation of United Mission* – Regions may retain a maximum of 65% of Net United Mission.* The distribution of the national portion shall be the responsibility of the General Board.

The Institutional Support Process, Specific, Directed and Designated Giving* to American Baptist Mission entities and Regionally Validated Ministries* will be received by the Collecting Agents* and distributed to the respective ministries.

Targeted Giving* will be allowed under the guidelines outlined in the Operating Guidelines Manual. Any ABC related entity seeking Targeted Gifts will notify the relevant Region of its intent, including the date(s) and purpose(s) before the solicitation.

Funding the Office of the General Secretary shall come from the national portion of United Mission.

World Mission Support – Funding of the Mission Support office at the regional level is the responsibility of the Region. The Mission Support office at the national level shall be funded through the national portion of United Mission.

Representative Process costs for representatives from Regions choosing this plan shall come from the national portion of United Mission.

United Stewardship Plan ISP variation – Regions may choose to support ABC institutions in their area through United Mission giving. Regions choosing this option may retain a maximum of 65% of Net United Mission after allocations are made to the respective institutions.

Flexible Stewardship Plan

The core component of the Flexible Stewardship Plan is that local churches determine the percentage allocation of their mission dollars and individualize their mission giving.

Regions, National Boards and their Administratively Related Organizations will raise money within Regions only under protocols agreed upon by the National Boards, the respective Regions and the General Secretary and shall be made public to all partners.

The following core American Baptist Mission categories are used by the Regions choosing this plan:

- Respective American Baptist Region
- American Baptist Educational Ministries
- American Baptist International Ministries
- American Baptist National Ministries
- American Baptist United Mission
- Love Gift
- Annual Offerings
 - America for Christ
 - One Great Hour of Sharing
 - World Mission Offering
 - Retired Ministers and Missionaries
 - Region Offering
- American Baptist commissioned missionaries, projects, institutions and nationally and regionally validated ministries

Funding for the Office of the General Secretary and the Representative Process shall be assessed to each Region choosing the Flexible Stewardship Plan based on the amount contributed through United Mission for the five years prior to adopting this plan. The initial assessment shall be adjusted each year based on the Cost of Living Index in the Valley Forge area. Further, adjustments in the assessments will be made for new responsibilities assigned to the Office of the General Secretary by the General Board of the ABC, only as mutually negotiated with the covenanting partners involved.

World Mission Support – Funding of the Mission Support office at the regional level is the responsibility of the Region. Funding of the Mission Support office at the national level shall be assessed to each Region choosing the Flexible Stewardship Plan based on the amount contributed through United Mission for the five years prior to adopting this plan. The initial assessment shall be adjusted each year based on the Cost of Living Index in the Valley Forge area.

When mutually negotiated with the covenanting partners involved, future services for the benefit of the whole denominational family or the exceptional budgetary relief of one partner, for which assessments are made to Regions, or reductions are made in United Mission retained by Regions in the United Stewardship Plan, will be assessed on the same basis as other Regions. When these assessments are based on a percentage of United Mission giving, assessments for Regions choosing the Flexible Stewardship Plan will be established on the basis of the average United Mission giving for the last five years those

Regions used United Mission with adjustments for inflation in accordance with the Consumer Price Index.

Offerings

There shall be four national mission offerings and an optional Region

Offering:

America for Christ

The America for Christ Offering is for homeland ministry and missions in the United States and Puerto Rico. The promotion, collection and distribution of this offering are specified in the Operating Guidelines Manual.

One Great Hour of Sharing

The One Great Hour of Sharing Offering is for emergency relief and development. The promotion, collection and distribution of this offering are specified in the Operating Guidelines Manual.

World Mission Offering

The World Mission Offering is for international ministry and missions. The promotion, collection and distribution of this offering are specified in the Operating Guidelines Manual.

Retired Ministers and Missionaries Offering

The Retired Ministers and Missionaries Offering provides assistance for retired ministers and missionaries. The promotion, collection and distribution of this offering are specified in the Operating Guidelines Manual.

Region Offerings

The Region Offerings are for ministry and missions in the Region in which the offering is received. The promotion, collection and distribution of these offerings are specified in the Operating Guidelines Manual.

Mission Initiative Fund

The Mission Initiative Fund provides funds for launching new ministries and denomination-wide mission activities that are beyond normal operating budgets. Under the United Stewardship Plan, one percent of gross United Mission dollars or the historical equivalent (based on average United Mission giving for the last five years with adjustments for inflation in accordance with the Consumer Price Index) shall be allocated to this Fund.

Love Gift

Love Gift shall continue to be promoted by American Baptist Women's Ministries and shall be included in United Mission. An equivalent of 15% of Love Gift will be allocated for the operation of American Baptist Women's Ministries.

Mutual Respect in Fund Raising

Partners to this Covenant recognize that supporting and celebrating the American Baptist mission at regional, national and international levels is the responsibility of all partners and requires all partners to embrace a global perspective of our mission that requires cooperative approaches to raising mission support.

Exceptions

Any exceptions to the procedures in this Plan shall be in accordance with the Operating Guidelines Manual.

Evaluation

The effectiveness of this Covenant and its provisions shall be evaluated by the General Executive Council two years after the adoption of this Covenant and every four years thereafter. Evaluation processes shall be developed by the General Executive Council.

Operating Guidelines Manual

The Operating Guidelines Manual is the administrative guide to this Common Budget Covenant. The Common Budget Covenant provides the principles by which the Covenanting partners commit to abide. The Operating Guidelines Manual serves to administer these principles with the mutually agreed upon details and procedures important to living out these principles.

Amendments and Revisions

The consensus model of negotiating will be the preferred model for handling amendments and revisions to the Common Budget Covenant.

The Common Budget Covenant is Agreement No. 14 of the Statements of Agreement of American Baptist Churches USA. As such, it is part of the Covenant of Relationships of ABCUSA, and will be subject to revision and amendment using the same general process as the amendment to any other Statement of Agreement. However, amendments and revisions to this Common Budget Covenant require that 90% of the Covenanting partners approve the amendment or revision before it becomes effective.

The Operating Guidelines Manual may be amended by a 75% vote of the General Executive Council, and notification to the Covenanting Partners.

The procedures and guidelines outlined in this document will apply to all named organizations and their American Baptist legal and functional successors.

Resolving Differences

Individuals shall seek clarity and understanding from one another as an initial attempt to resolve differences that arise.

A GEC committee will be appointed with the responsibility to meet regularly to review concerns that arise as we live out this Covenant. Unresolved issues will be sent to the GEC for consideration.

Matters referred to the GEC will be considered using a consensus model of negotiation.

Should the consensus model involving all covenanting parties fail to resolve the differences to the satisfaction of the conflicted parties, the established procedure of adjudication for resolving differences under Covenant provisions will be employed.

On authority granted by the Board of

President

Date

On authority granted by the American Baptist Churches in the U.S.A. and its related corporations

Date

Glossary of Terms

- American Baptist Mission Support (ABMS) – Total contributions to all American Baptist Regional, national and international mission programs, objectives, institutions and Administratively Related Organizations that flow through the denomination’s collecting agents.
- Administratively Related Organizations (AROs) – Self-governing American Baptist organizations that are related administratively to a covenanting partner of the ABCUSA.
- Budget Commission – Composed of three members of the General Executive Council and three members of the Budget Review Committee. This commission receives requests for exceptions to the percentage return of petitioning Regions.
- Budget Review Committee – A seven member committee of the General Board that: reviews and presents the ABCUSA budget to the General Board; advises national and Regional boards regarding required financial reports and accounting systems; and reviews financial reports to ascertain how funds have been used by budget participants.
- Collecting Agent – Denominational body (Office of the General Secretary or a Region) charged with receiving, recording and distributing American Baptist Mission Support.
- Covenanting Partners – All Regions, national boards, and ABCUSA which are signatories to the Covenant of Relationships
- Designated Giving – Contributions accompanied by instructions from the church or donor directing that they be used in support of a United Mission partner, project or missionary within the basic operating budget of the receiving organization. Such contributions are “equalized,” that is, they are a part of the recipient’s approved allocation and not over-and-above.
- Direct By Organization Gift – Funding contributed directly from one American Baptist entity to another without passing through a Collecting Agency, and reflected as ABMS giving upon substantiation.

- Directed Giving – Gifts received for specific projects through the promotion of an offering.

- Institutional Support Process (ISP) – Contributions to Nationally Affirmed institutions, such as seminaries, colleges, universities, campus ministries, homes and hospitals, career centers, and the national training center at Green Lake, Wisconsin, through a set of mutual agreements regarding fund raising among ABC cooperating churches.

- Mission Initiative Fund – Funds, amounting to 1% of gross United Mission income, reserved for launching new ministries and denomination-wide mission activities beyond normal operating budgets.

- Nationally Validated Ministries – Generally historic, these ministries including ecumenical partners have been approved by ABCUSA or a National Program Board to receive gifts from local churches through American Baptist Mission Support.

- Pass-throughs – Funds intended for non-ABC missions which flow outside of ABMS. Funds are transferred as a courtesy by the collecting agent.

- Protocols – Agreements between American Baptist mission agencies regarding the processes of requesting and receiving contributions from common donors.

- Regionally Validated Ministries – Ministries which have been approved by the Region to receive credit as American Baptist Mission Support.

- Specific Giving – Contributions accompanied by instructions from the church or donor directing those funds be used by a budget participant, project or missionary, over-and-above other approved allocations. Contributions for Nationally and Regionally Validated Ministries fall in this category.

- Targeted Giving – Gifts received as the result of appeals initiated by a covenanting partner or an ARO to individuals and to churches for support, including support for operating budgets and special programming and projects.

- United Mission includes United Mission Basics, United Mission Designations and Love Gift. It supports every facet of the ABC family.
 - Gross United Mission shall include United Mission Basics, United Mission Designations and Love Gift.

- Net United Mission shall be Gross United Mission less 1% for the Mission Initiative Fund and less the equivalent of 15% of Love Gift.

Presented to General Board for First Reading, November 2002
Approval voted by General Board, June 24, 2003

CBCvotedbygb603

Appendix Eight

GREAT LAKES BAPTIST CONFERENCE BOARD OF OVERSEERS EXPECTATION FORM

As a Board member of the Great Lakes Baptist Conference Board of Overseers, I understand that my duties and responsibilities include the following:

I. GOVERNORS

- ❖ As part of the ultimate decision-making personnel, I understand that I must help articulate the direction of the Great Lakes Baptist Conference and diligently monitor the overall management of the organization.

II. AMBASSADORS

- ❖ As overseers, we will collaborate in interpreting the mission of the organization to the external community and to our member churches and defending the organization when it is under pressure.

III. CONSULTANTS

- ❖ I will hold a position on the Board in order to actively contribute knowledge and skills in my particular area of expertise.

IV. SPONSORS

- ❖ Along with the other overseers, I am responsible for the continued funding and financial health of the organization.

THEREFORE, I AGREE TO THE FOLLOWING:

- a. I personally commit to be an overseer that pursues an increasingly closer walk with Christ through prayer and His Word on a personal basis. I promise to be a person who serves God and His Word and will be sensitive to His leadership in my own life, as well as in my responsibilities as an overseer.
- b. I am fiscally responsible, with the other Board members, for this organization. It is my duty to know what our budget is, and to be active in understanding that budget.
- c. I am legally responsible, along with the other Board members, for this organization. I am responsible to know and approve all policies and to oversee the implementation of those policies. The GLBC indemnifies its Board members from outside legal action and it carries liability insurance for each Board member. However, should the Board fail in its responsibilities; it is not beyond the realm of possibility for individual Board members to be subject to legal action by outside parties.

- d. I am morally responsible, for the health and well being of this organization. As a member of the Board, I have pledged myself to advance the purposes of the Great Lakes Baptist Conference.
- e. I will engage in fundraising for this organization in whatever ways are best suited to me. These may include individual solicitation, doing special events, writing mail appeals and the like. I am making a good faith agreement to do my best to bring in as much money as I can.
- f. I will make every effort to attend every Board meeting that is scheduled. Minimum compliance each year is two out of the three Board meetings or three out of four. Attendance less than this is subject to review by the Executive Committee of the Board as to whether continuance on the Board is warranted.

In its turn, the Great Lakes Baptist Conference is responsible to me in the following ways:

- ❖ I will be sent quarterly financial reports, which will allow me to meet the prudent person section of the law. This means that I understand that as a board member, I am responsible to be aware of and understand the financial dealings and other business of the Board.
- ❖ I can call on the District Executive Minister at anytime to discuss overall programs and policies of the organization.
- ❖ Board members and staff will respond in a straightforward and thorough fashion to any questions that I feel are necessary to carry out my fiscal, legal and moral responsibilities.

Signed (This document requires yearly reaffirmation)

Dated

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