

Interim Ministry Resources

Chapter 5 Governance

Contents 1

Introduction 2

Reflections and Resources (1)

#	Page	Topic
1)	7	A bishop's parting words
2)	7	An assistant to the bishop urges Congregation Councils to delegate
3)	8	Interviews with members of Congregation Council
4)	8	Critical incident report on Congregation Council and Centennial Committee
5)	9	Governance structure that best serves the mission
6)	9	Rethinking governance structure
7)	10	Action Agenda
8)	11	Additional components as a part of the meetings
9)	11	Leadership Covenant
10)	14	Rules of behavior
11)	15	Exercises at meetings of the Congregation Council
12)	17	Legal issues
13)	18	A new Congregation Council president
14)	18	Broad shoulders
15)	18	In praise of a good congregation president
16)	19	School bus driver
17)	19	Game plan
18)	19	Game planning for meetings
19)	20	Quick fix or long-term solution?
20)	20	Congregation Council Partnership in the Gospel Gathering
21)	20	Fiduciary, strategic, and generative
22)	30	Appropriate governance structure for congregation size
23)	36	Do nothing or do something?
24)	36	Meetings by remote communication
25)	37	Activating committees
26)	38	When the question is being asked whether to continue a ministry
27)	39	Mentoring relationships
28)	39	Ministry teams
29)	42	Disproportionate amount of power
30)	43	Formal and informal power in the congregation
31)	44	Finance and personnel
32)	44	Two steps forward, one step back
33)	45	Women's organization
34)	45	Goal setting
35)	46	Keeping the congregation informed about finances
36)	49	Making the annual report more attractive
37)	49	Annual Report – From the Pastor
38)	50	Anniversary
39)	50	10-40-50: A suggested formula for sustainability
40)	53	Considerations regarding member contacts
41)	55	Following the downsizing in pastoral staff
42)	57	Following a significant financial shortfall
43)	58	Do more with less
44)	58	What about a congregation taking on debt?
45)	59	Learning from congressional hearings
46)	60	Discipline of members

Introduction

Administration Matters Home Page - Administration - ELCA Blogs

A bimonthly e-newsletter for ELCA congregational and synodical leaders. It addresses common, practical issues including finance, **governance**, risk management, tax, legal concerns and topics of interest about day to day operations and management in church settings.

<http://blogs.elca.org/adminmatters/>

[Images for Administration Matters Home Page - Administration - ELCA Blog](#)

Church Administration: Programs, Process, Purpose [Robert Bacher, Michael Cooper-White]

This comprehensive guide, from two experienced and thoughtful churchmen, treats each aspect of congregational **governance** as a sacred calling with an overriding religious mission.

Table of Contents

Preface: Riding Time to the End!

Chapter 1. Administration's Biography: A Holy History Chapter

Chapter 2. Godly Governance

Chapter 3. Boards: Blessed Balladeers

Chapter 4. Planning with Passion

Chapter 5. Budgets and Balance Sheets: Deeply Doctrinal Documents

Chapter 6. Raising the Resources: Theology Talks and Money Matters!

Chapter 7. Oversight (Being CEO) Is a Worthy Calling

Chapter 8. Communication: Ministry Means Messaging

Chapter 9. Ministry Teams: Teeming with Talent

Chapter 10. External Relationships: Loving Thy Institutional Neighbor

Chapter 11. When Conflict Comes Calling

Chapter 12. Life under Law: Navigating Legal Issues in Ministry

Afterword: The Church Administrator as Person

<http://www.augsburgfortress.org/education/academic/churchadministration/thebook.jsp>

<http://store.fortresspress.com/store/product/2687/Church-Administration>

For discussion questions on this book go to www.augsburgfortress.org/education/academic/churchadministration/

<http://www.amazon.com/Church-Administration-Programs-Process-Purpose/dp/0800637429>

<http://www.lifeandleadership.com/book-summaries/bacher-and-cooper-white-church-administration.html>

<http://fortresspress.com/author/robert-bacher>

<https://www.amazon.com/Robert-Bacher/e/B001JSACYG>

https://www.goodreads.com/author/show/115303.Robert_Bacher

[Images for Robert Bacher \(Author\) Church Administration](#)

<http://www.itsg.edu/about-us/faculty-staff-directory/michael-cooper-white>

<http://www.huffingtonpost.com/author/rev-michael-l-cooperwhite-dd>

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http://www.goodreads.com/author/show/2936620.Michael_Cooper_White

<http://fortresspress.com/author/michael-cooper-white>

[Images for Michael Cooper-White](#)

[Images for Church Administration: Programs, Process, Purpose \[Robert Bacher, Michael Cooper-White\]](#)

Congregational Ministry Assessment: Governance

Governance

- Do you have an organizational chart?
- Describe how the Council functions.
- What are strengths and weaknesses of the Council?
- Describe how committees function in relation to the Council
- Are the committees functioning congruent with their charge in the Bylaws?
- What changes in leadership have affected governance?

Call Process Booklet EDITED - Northwest Synod of Wisconsin

http://www.nwswi.org/webfiles/fnitoools/documents/call_process_rev11.17.09smaller.pdf Page 54

Call Process Booklet - Yumpu

<https://www.yumpu.com/en/document/view/53432941/call-process-booklet>

[Images for Congregational Ministry Assessment: Governance](#)

Effective Congregational Governance: Organizing for Mission - Unitarian Universalist Association

<https://www.uua.org/leadership/handbook/effective-congregational-governance>

[Images for Effective Congregational Governance: Organizing for Mission - Unitarian Universalist Association](#)

<https://www.uua.org/sites/live-new.uua.org/files/documents/congservices/governance.pdf>

<https://www.uua.org/leadership/library/governance-and-ministry>

<https://www.uua.org/leadership/library/unity-consulting>

<https://www.uua.org/leadership/library/carver-governance>
<http://www.uua.org/documents/ionassonstefan/sizeshapegovernance.pdf>
Images for Size and Shape of Governance
<http://www.uua.org/governance/ga/30313.shtml>
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<https://www.uua.org/leadership/library/board-meetings>
<https://www.uua.org/leadership/library/congregational-procedures>

Future Directions - Evangelical Lutheran Church in America

Goal 5: A well-governed, connected and sustainable church.

<https://elca.org/future>
Images for Future Directions - Evangelical Lutheran Church in America Goal 5: A well-governed, connected and sustainable church.
<https://elca.org/Resources/Future-Directions>
https://download.elca.org/ELCA%20Resource%20Repository/Future_Directions_Paper_Called_Forward_Together_in_Christ.pdf

Gift of Governance

²⁸ And God hath set some in the church, first apostles, secondarily prophets, thirdly teachers, after that miracles, then gifts of healings, helps, **governments**, diversities of tongues.

1 Corinthians 12:28 KJV

<http://www.biblegateway.com/passage/?search=1+Corinthians+12%3A28&version=KJV>
Images for gift of governance 1 corinthians 12

Godly governance - The Lutheran Magazine

It recognizes that the church's power belongs to Christ

In 1762, 26 years before the U.S. Constitution was ratified, Henry Melchior Muhlenberg prepared a constitution for **St. Michael Lutheran Church**, Philadelphia. Overcoming some of his personal tendencies toward authoritarian systems, he put in place governing principles "suitable to the needs of this land," such as "approved by at least two-thirds," "not decided by the Pastors alone" and "must be carefully and well considered by the whole Church Council" (Faith E. Rohrbough, *Lutheran Quarterly*, 1996). Muhlenberg was ahead of his time—it's likely the constitution of your congregation or church-related organization contains some of these phrases. Governance has to do with the ways a collection of people decide about their common life and mission. "Important and weighty matters," as Muhlenberg called them, are shared responsibilities.

Definitions of governance emphasize the use of power to control or rule. The **ELCA Constitution** clarifies whose power is at work: "All power in the Church belongs to our Lord Jesus Christ, its head. All actions of this church are to be carried out under his rule and authority."

http://www.thelutheran.org/article/article.cfm?article_id=7619
Images for Godly governance - The Lutheran Magazine
<https://www.livinglutheran.org/contact-us/>
<https://www.livinglutheran.org/issues/>

Governance and Administration

What is the structure of boards and committees?

How do groups communicate? What if they do not agree?

Who makes what decisions?

What is the role of the pastor and other staff?

Talk about how your congregation does the following: manage finances, personnel, facility management, front desk, and office work.

Talk about the relationships among groups.

How are new leaders identified and raised up?

Comprehensive Ministry Review. Rev. Laurie Skow-Anderson. Assistant to the Bishop. Northwest Synod of Wisconsin. Director for Evangelical Mission. lskow-anderson@nswsi.org
Images for Governance and Administration

Governance and Ministry: Rethinking Board Leadership [Dan Hotchkiss consultant]

In *Governance and Ministry*, Dan Hotchkiss offers congregational leaders a roadmap and tools for changing the way boards and clergy work together to lead congregations. Hotchkiss demonstrates that the right governance model is the one that best enables a congregation to fulfill its mission—to achieve both the outward results and the inward quality of life to which it is called. Resources on governance for the nonprofit sector have burgeoned over the past decade, and this book translates some of what is most helpful from that world for clergy and lay leaders. It also recognizes that in some ways congregations are unique and need governance structures and processes different from those that work in other organizations. Leaders must continually balance the conserving function of an institution with the expectation of disruptive, change-inducing creativity that comes when individuals peek past the temple veil and catch fresh visions of the Holy. Governance in congregations is not the science of achieving optimal results through organizational re-engineering. Governance is an expressive art, like preaching. The forms of our congregations must reflect the values and perceptions of the sacred at their heart. Congregations need skills and methods for negotiating "our way" of governance and for passing the torch effectively to new leaders.

<http://www.amazon.com/Governance-Ministry-Rethinking-Board-Leadership/dp/1566993709>

<https://www.goodreads.com/book/show/5628369-governance-and-ministry>
<https://rowman.com/ISBN/9781566993708/Governance-and-Ministry-Rethinking-Board-Leadership>
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<http://www.churchboardchair.ca/54-review-article-4-dan-hotchkiss-governance-and-ministry-rethinking-board-leadership/>
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<http://danhotchkiss.com/governance-faq/>
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<https://alban.org/archive/the-art-of-governance/>
<https://alban.org/archive/a-discerners-guide-to-congregational-governance/>
[Images for Discerner's Guide to Congregational Governance](#)
<http://www.danhotchkiss.com/a-discerners-guide-to-congregational-governance/>
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<https://alban.org/category/leadership/>
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<https://alban.org/category/renewal-vitality/>
<https://alban.org/category/strategic-planning/>
<https://alban.org/about-alban/alban-weekly/>
[Images for Alban Institute on governance](#)
<https://alban.org/archive/the-art-of-governance/>
<https://alban.org/archive/reimagining-organization/>
<https://alban.org/archive/listening-for-gods-leadings/>
<https://alban.org/archive/life-after-governance-change/>
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<https://alban.org/archive/ask-alban-re-inventing-boards-that-bore-overcoming-micromanagement/>
<https://alban.org/archive/learning-from-nonprofits-how-church-boards-can-benefit-from-secular-practices/>
<http://www.congregationalconsulting.org/boundaries-and-partnership/>
<http://www.congregationalconsulting.org/what-makes-for-a-strong-partnership/>
<http://www.congregationalconsulting.org/governance-and-ministry-why-worry/>
<http://danhotchkiss.com/great-committees/>
<https://alban.org/archive/planning-and-the-budget/>
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<https://alban.org/archive/ask-alban-setting-up-an-endowment-fund/>
<https://www.uua.org/leadership/library/governance-and-ministry>
<http://www.wcucc.org/wp-content/uploads/2016/02/2017-03-Guide-to-Good-Governance.pdf>
https://www.macucc.org/files/files/parish_paper/parish+paper+2017/pp+---+3+---+2017+guide+to+good+governance.pdf
<https://www.wisconsinumc.org/Resources/Documents/ParishPaper/ParishPaper-Mar17.pdf>
[Images for Guide to Good Governance – The Parish Paper](#)
<https://www.amazon.com/Dan-Hotchkiss/e/B001K8HINI>
https://www.goodreads.com/author/show/2507149.Dan_Hotchkiss
[Images for Dan Hotchkiss consultant](#)
[Images for Governance and Ministry: Rethinking Board Leadership \[Dan Hotchkiss consultant\]](#)

Governance as Leadership: Reframing the Work of the Nonprofit Board. Richard P. Chait (Author), William P. Ryan (Author), Barbara E. Taylor (Author).

A new framework for helping nonprofit organizations maximize the effectiveness of their boards.

Written by noted consultants and researchers attuned to the needs of practitioners, *Governance as Leadership* redefines nonprofit governance. It provides a powerful framework for a new covenant between trustees and executives: more macro-governance in exchange for less micromanagement.

Informed by theories that have transformed the practice of organizational leadership, this book sheds new light on the traditional fiduciary and strategic work of the board and introduces a critical third dimension of effective trusteeship: generative governance. It serves boards as both a resource of fresh approaches to familiar territory and a lucid guide to important new territory and provides a road map that leads nonprofit trustees and executives to governance as leadership.

Governance as Leadership was developed in collaboration with BoardSource, the premier resource for practical information, tools

and best practices, training, and leadership development for board members of nonprofit organizations. Through its highly acclaimed programs and services, BoardSource enables organizations to fulfill their missions by helping build effective nonprofit boards and offering credible support in solving tough problems. For the latest in nonprofit governance, visit www.boardsource.org, or call us at 1-800-883-6262.

<http://www.amazon.com/Governance-Leadership-Reframing-Nonprofit-Boards/dp/0471684201>

<https://books.google.com/books?isbn=1118045912>

http://www.pewtrusts.org/~media/legacy/uploadedfiles/wwwpewtrustsorg/reports/pew_fund_for_hhs_in_phila/Governance20as20Leadership20summary20finalpdf.pdf

<http://www.wiley.com/WileyCDA/WileyTitle/productCd-0471684201.html>

http://www.goodreads.com/author/show/43662.Richard_P_Chait

Images for Richard P. Chait (Author)

<https://nonprofitquarterly.org/author/richard-p-chait/>

<https://www.gse.harvard.edu/faculty/richard-chait>

<http://ryanconsultinggroup.com/>

<https://twitter.com/williampryanphd?lang=en>

http://www.goodreads.com/author/show/43660.William_P_Ryan

Images for William P. Ryan (Author)

<https://nonprofitquarterly.org/author/barbara-e-taylor/>

http://www.goodreads.com/author/show/43661.Barbara_E_Taylor

Images for Barbara E. Taylor (Author)

Images for *Governance as Leadership: Reframing the Work of the Nonprofit Board*. Richard P. Chait (Author), William P. Ryan (Author), Barbara E. Taylor (Author)

Leadership and Listening: Spiritual Foundations for Church Governance [Donald E. Zimmer]

Church leaders must fundamentally change the way they view leadership, governance, and management in their organizations if they are to take seriously the need to listen to God's desires before acting. In *Leadership and Listening*, readers will find encouragement and specific suggestions for re-imagining church governance and management. Zimmer observes that the contemporary church is rooted in both the kingdom of God and the systems and cultures of government and business. Most people who serve in governing and management roles in the church in the United States today have been formed in the corporate world and acculturated to parliamentary process. As a result, many church governing boards are about 'business,' rather than their primary task: discerning God's desires for the part of the church they serve. Through research with more than one hundred church leaders, Zimmer learned that the church and the business community possess many insights and resources that can help boards shift toward a focus on seeking first the desires of God's heart and then responding effectively. By drawing on the guidance Zimmer offers, a church board can transform itself from a group that manages the day-to-day affairs of the church to one that makes listening, prayer, worship, reflection, and community the first priority.

<http://www.amazon.com/Leadership-Listening-Spiritual-Foundations-Governance/dp/1566994144>

<https://rowman.com/ISBN/9781566995672/Leadership-and-Listening-Spiritual-Foundations-for-Church-Governance>

<https://alban.org/archive/reimagining-organization/>

<https://books.google.com/books?isbn=1566995671>

<https://www.amazon.com/Donald-E.-Zimmer/e/B005R7Y7TQ>

http://www.goodreads.com/author/show/5560146.Donald_E_Zimmer

Images for *Leadership and Listening: Spiritual Foundations for Church Governance* [Donald E. Zimmer]

Letter of Agreement for Interim Pastoral Ministry

The Interim Pastor will:

- D. Give pastoral leadership for the meetings, activities, and organizations of the congregation.

[PDF]Moving into the Future - Amazon S3

https://s3.amazonaws.com/media.cloversites.com/0a/0a854394-3a19-4d9f-b1ae-f93021508921/documents/Call_Process_Booklet_2016.pdf

Page 70

Images for pastoral leadership for the meetings, activities, and organizations of the congregation

[DOC]Model Constitution for Congregations 2019 - ELCA Resource Repository

Chapter 4.

STATEMENT OF PURPOSE

***C4.04.** This congregation shall develop an **organizational structure** to be described in the bylaws. The Congregation Council shall prepare descriptions of the responsibilities of each committee, task force, or other organizational group and shall review their actions. Such descriptions shall be contained in continuing resolutions in the section on the Congregation Committees.

***C4.05.** This congregation shall, from time to time, adopt a mission statement which will provide specific direction for its programs.

<https://www.elca.org/constitution> 2019 Model Constitution for Congregations

<https://download.elca.org> > ELCA Resource Repository > Model Constitution

<http://www.elca.org/Resources/Office-of-the-Secretary>

Images for Model Constitution for Congregations Chapter 4 STATEMENT OF PURPOSE organizational structure

Office of the Secretary - Evangelical Lutheran Church in America - ELCA

Governance and Policy

<https://www.elca.org/Resources/Office-of-the-Secretary>

<https://www.elca.org/Resources/Office-of-the-Secretary#Governance>

[Images for Office of the Secretary - Evangelical Lutheran Church in America - ELCA Governance and Policy](#)

Patterns of Polity: Varieties of Church Governance by Jr. Edward LeRoy Long (Author)

In *Patterns of Polity*, Edward LeRoy Long, Jr. examines the whole spectrum of ways in which Christian believers have organized their institutional life and governed their affairs.

This book offers an overview and a comparison of the major types of polity. *Patterns of Polity* provides a context for studying one's own polity as well as aiding in ecumenical relations with other Christians. Without judging which of these polities is most biblically grounded or theologically valid, the various essays describe how each of the polities actually work, what they do particularly well, and with which issue they struggle.

<https://www.amazon.com/Patterns-Polity-Edward-LeRoy-Long/dp/0829814442>

<https://www.goodreads.com/book/show/2867599-patterns-of-polity>

<http://www.barnesandnoble.com/w/patterns-of-polity-edward-le-roy-long/1112712300>

<https://www.uccresources.com/products/patterns-of-polity-varieties-of-church-governance-long>

<http://www.leapoffaithchristianstore.com/product.asp?sku=0829814442>

http://d3n8a8pro7vhmx.cloudfront.net/unitedchurchofchrist/legacy_url/216/long-patterns-of-polity.pdf?1418423580

<https://chkproject.files.wordpress.com/2012/05/project-church-government.doc>

<https://uknow.drew.edu/confluence/display/Library/Edward+Le+Roy+Long,+Jr.+Papers,+1973-1993+-+Finding+Aid>

https://www.goodreads.com/author/show/3246300.Edward_LeRoy_Long_Jr

[Images for Patterns of Polity: Varieties of Church Governance by Jr. Edward LeRoy Long \(Author\)](#)

Rethinking Transitional Ministry by Norman Bendroth - Alban Institute

David Sawyer, director of the D. Min. program at Louisville Presbyterian Seminary, which offers a specialization in interim ministry, proposes that the interim minister pay attention three areas of concentration: structures, symptoms and narrative. First, structures include healthy processes built (or needing to be built) into the “immune system” of a congregation to deal with conflict and change when it inevitably comes. These further comprise sound policies, effective **governance**, and firm boundaries.

Alban at Duke Divinity School » Rethinking Transitional Ministry

<https://alban.org/archive/rethinking-transitional-ministry/>

http://macucc.s3.amazonaws.com/71BBE2C7B9B049B0883D51809D9A1E82_Rethinking%20Transitional%20Ministry.pdf

[Images for Rethinking Transitional Ministry by Norman Bendroth](#)

<https://alban.org/2015/03/06/norman-bendroth-transitional-ministry-today/>

<https://www.amazon.com/Transitional-Ministry-Today-Successful-Strategies/dp/156699750X>

[Images for Transitional-Ministry-Today-Successful-Strategies](#)

<http://www.flourishingchurch.com/davids-services/>

<https://www.linkedin.com/in/david-sawyer-572b4056>

<http://www.lpts.edu/about/news/2011/11/17/new-chapter-for-the-doctor-of-ministry-degree-at-lpts>

<http://lifelearnlpts.blogspot.com/2007/07/next-d-min-learning-group-filling-up.html>

The Policy Governance® Model - an Overview - Carver Governance

Policy Governance®, an integrated board leadership paradigm created by Dr. John Carver is a groundbreaking model of governance designed to empower boards of directors to fulfill their obligation of accountability for the organizations they govern.

<http://www.carvergovernance.com/model.htm>

<http://www.carvergovernance.com/pubs.htm>

<http://www.carvergovernance.com/pg-np.htm>

<http://www.policygovernanceconsulting.com/the-carver-policy-governance-model/resources/articles-and-tools/38-policy-governance-in-a-nutshell-by-john-carver>

https://en.wikipedia.org/wiki/Policy_Governance

<http://www.lifeandleadership.com/ministry-resource-guide-index/> Policy Governance Models

<http://www.carvergovernance.com/JohnCarver.htm>

<https://www.uua.org/leadership/library/carver-governance>

<https://www.amazon.com/John-Carver/e/B001JS608S>

https://www.goodreads.com/author/list/53713.John_Carver

<http://www.carvergovernance.com/MiriamCarver.htm>

<https://www.amazon.com/Miriam-Mayhew-Carver/e/B001JS60CQ>

https://www.goodreads.com/author/show/6173805.Miriam_Mayhew_Carver

[Images for Policy Governance® Model – Carver Governance](#)

What in God's Name Are You Here For

What is your congregation's mission? Community in everything you do? How can your **Congregation Council** work to keep your mission and ministry centered?

<http://nswi.org/epic/epic-2020>

[Images for What in God's Name Are You Here For What is your congregation's mission?](#)

Reflections and Resources

1) A bishop's parting words

Bishop Rick Hoyme distilled a career full of wisdom when he presented a workshop 3/17/2018 on effective Congregation Councils in the same room in which he was elected bishop 5 years earlier. He had given notice the previous October of his intent to retire, and the synod would elect a new bishop on 6/2-3/2018.

Northwest Synod of Wisconsin | WALKING TOGETHER

What's The Difference Between Church Councils And A Room Full Of Golden Retrievers?

Bishop Rick Hoyme Rm. 330 Ojibwe Center Rm. 3:30

Come hear Bishop Hoyme teach about vital and amazing Church Councils and how they can obey God and lead people!

<http://nswsi.org/home/calendar-of-events> Find Workshops and Times March 17, 2018 University of Wisconsin – Eau Claire

https://s3.amazonaws.com/media.cloversites.com/0a/0a854394-3a19-4d9f-b1ae-f93021508921/documents/reducedWalking_Together_Booklet_2018_.pdf

Page 13

info@nswsi.org

[Images for Northwest Synod of Wisconsin | WALKING TOGETHER](#)

Whereas his personal experience in raising Golden Retrievers was that they are anxious to please, he said that such is not the job of a Congregation Council. In fact, he observed that councils often see their job "to keep everyone happy, to keep the doors open, and to keep the bills paid." In contrast, he asserted that council members are the spiritual leaders of the congregation. Instead of asking the natural question, "What do I/we want?", such spiritual leaders are tasked with asking the question, "What does God want?" He shared his practices from pastoral ministry. Seek members who attend services of worship at least 2X a month, who give generously, and who pray. As for the nominating process, candidates are prayerfully discerned using the above criteria and more. A cover letter is sent describing the responsibilities and asking for their consideration. A phone call is made later. Overall, the nominating committee is looking for specific gifts as well as a diversity of backgrounds. This contrasts to common practices such as, "Can you take the position? There isn't that much work?" or "We'd like you to take the position, since we can't find anybody else." Council meetings start on time, are kept to 90 minutes, and can go longer only by a vote. He took the council on retreat once a year to build the relationships needed to carry out the work and to make tough decisions. He asked the council to read and discuss one book a year. He encouraged council members to be willing to disagree without being disagreeable. He urged them to think imaginatively and to be willing to fail.

2) An assistant to the bishop urges Congregation Councils to delegate

Assistant to the Bishop Greg Kaufmann presented a workshop on Delegate, Delegate, Delegate: Let Their Committees Do Their Work at the E.P.I.C-Effective Practices for Innovative Congregation Councils - Training for congregational councils and leadership at Bethany Lutheran Church, Rice Lake on 2/17/2018. He offered a background of three philosophical approaches: laissez-faire – abdicate, relational – delegate, authoritarian – mandate, and argued for the relational approach. He outlined the roles of the congregation: governors, discerners, ministers. President and Congregation Council carry out the work of governance, while clergy, staff, and ministry teams carry out the ministry. The overlap is discernment. He spelled out the roles of governance and ministry.

Governance

Councils have control over the congregation's people and material resources

Razor share focus on the mission

Major choices about goals and strategies

Deciding who is responsible for implementing them

Delegate, delegate, delegate!

Hold people accountable for their performance

Produces minutes, policies, mission statements, goals and strategic planning documents

Requires diverse, representative groups of elected people who sit around tables having orderly discussion

Formal enough so that it is clear what has been approved

Attracts those who are verbal, patient, and at ease with abstract thinking

Ministry

What the congregation does, inside and out, to carry out the mission

Teaching, preaching, sweeping, bill paying, visiting, singing – you get the picture

Includes the pastor, any paid staff, volunteers of all ages

Making choices about money, time & space

Brings into being worship services, study groups, mission trips, service projects, mowed lawns, and happy children

Usually unrepresentative – excludes those not passionate about the specific task

Needs a leader who knows the task and can train and supervise the team to achieve a specific goal

Selected for their passion and specific gifts they bring to the task

Passion, problem-solving skills and a preference for action over talk

<http://nswsi.org/> Home E.P.I.C. info@nswsi.org gkaufmann@nswsi.org

<http://nswsi.org/epic> Delegate, Delegate, Delegate: Let Their Committees Do Their Work **Powerpoint**

EPIC (Effective Practices for Innovative Congregation Councils)

<https://www.facebook.com/events/152141672104440/>

[Images for Effective Practices for Innovative Congregation Councils](#)

3) Interviews with members of Congregation Council

Conversations at the start can be helpful. Here are suggested conversation starters:

- Describe your personal and household history with this congregation.
- Describe your position on the Congregation Council, length of service, role.
- Describe what gifts and perspectives you bring to your service on the Congregation Council.
- Describe the satisfactions and disappointments of this position.
- Describe your understanding of where this congregation has been.
- Describe your understanding of where this congregation is at.
- Describe your understanding of where God is leading this congregation.
- Describe any other matters that would be helpful for the pastor to be aware of.

4) Critical incident report on Congregation Council and Centennial Committee

[The following critical incident report was written while taking Interim Ministry Training.]

Background - A Centennial Committee had been given power by the Congregation Council to plan and carry out centennial activities. But the committee refused to disband and hand over its funds to the council after the centennial ended. This conflict had been a source of ongoing tension as the chair – a powerful and intimidating woman – used this leverage in opposition to a church building project. The congregation voted for an elevator, while she believed that a ramp was sufficient and stated that the \$6,000 in the Centennial Fund account should only be used for a ramp. The president and treasurer asked her to turn over the money at an annual meeting, but she refused. A Congregation Council member, who had been a former president, was invited to attend the following meeting of the Centennial Committee. Again, the chair refused to turn over the money. The president wanted the matter to be resolved before the new pastor came and asked me if I thought he should go and hammer out the issue with her. I told him I thought that would not work since she did not trust him. I recommended the Congregation Council draft a resolution stating the urgency of the matter, the jurisdictional power of the Congregation Council, and the need for the Centennial Committee to turn over the funds and bring that resolution to a meeting between the Congregation Council and the Centennial Committee. If the funds were not turned over, the Congregation Council was prepared to call a Congregation Meeting to vote on the matter.

Description of the Event - I encouraged the council members going into the meeting to refrain from arguing, debating, negotiating, or bargaining, but to simply explain the resolution, which they did. Three women from the Centennial Committee came to the meeting angry. They reported that they had spent nearly \$4,000 on worship furnishings and claimed that the rest was designated for furnishings if the new addition was built.

Analysis – This incident portrays a power struggle between the Congregation Council and the Centennial Committee. The council members reflected afterwards that they had granted too much power to the committee, and it had become necessary to reclaim that rightful authority. The three women on the committee realized they had to comply, but they sabotaged the request by spending two-thirds of the money and stating that the remaining third was for furnishings, thereby trying to make sure none was used for the building project. The council felt relief when the remaining funds were finally turned over and the committee disbanded. They were confident they had done the right thing.

Evaluate – I played a coaching role in a compelling strategy as a means of managing conflict. I believed that the Congregation Council had sufficient authority, that other means had failed, and that there was an urgency. In this way, I sought to carry out the development task of shifts in power as the chair and the other two women were exercising power beyond their bounds. Helpful discussion questions could focus on the following: dealing with powerful people, coaching a governing body to carry out their authority, and deciding when to use a compelling strategy.

Theological Reflection – Three passages come to mind. One is Matthew 18:15-18 on Reproving Another Who Sins. Another is Ephesians 4:1-16 on Unity in the Body of Christ. Another is Matthew 20:20-28 on The Request of the Mother of James and John. Concentration of power can polarize people, while when all work together to honor Christ, the life and mission of the church is strengthened.

Resolution Regarding the Status of the Centennial Committee

Whereas, the Centennial celebrations have been concluded for two years now;

Whereas, it is the best interest of the ongoing health and vitality of the congregation to resolve the status of the Centennial Committee;

Whereas, the Congregation Council believes there is an urgency to the matter due to the fact that a new pastor is coming to serve this congregation starting May 26;

Whereas, the constitution provides in Article XIII 3,4,5:

- 3) Act upon such disciplinary matters as may be referred to it, providing however, that no member shall be excommunicated without action of the congregation.
- 4) Manage the financial affairs of the congregation.
- 5) Appoint such committees, as may be necessary or advisable to facilitate the discharge of the above responsibilities.

Therefore, be it resolved

That the Centennial Committee be commended for its work in the past and that the committee be relieved of any further responsibilities and formally dissolved;

Be it further resolved

That the Centennial Committee provide a thorough accounting of all the designated and non-designated funds to the Congregation Council;

Be it further resolved

That the Congregation Council agrees to contact those who have designated memorials as to their wishes;
Be it further resolved

That the Congregation Council intends to have free use of the undesignated funds to be decided by the congregation.
Be it further resolved

That the Centennial Committee is invited to meet with members of the Congregation Council on Tuesday, April 16 at 8pm at the church basement where the Congregation Council is prepared to explain its resolution and receive the statement of funds;

Be it further resolved

That, if the Centennial Committee does not agree to the terms of this request that this resolution be put to a vote of the congregation following the 10:30am worship service on April 28.

Unanimously approved at the April 4 Congregation Council meeting.

5) Governance structure that best serves the mission

Bishop Duane Pederson of the Northwest Synod of Wisconsin of the ELCA in a memo to rostered leaders urged congregations to look at their governance structure when updating their constitutions to make for a governance structure that best serves the mission of the congregation.

From Bishop Duane Pederson
Date Wednesday, December 14, 2011
To pstrbolstad@gmail.com
Subject Constitution updates

Dear Rostered Leaders and Congregation Presidents,

I have already had numerous responses to the email sent to you yesterday from ELCA Secretary David Swartling about updating local constitutions. Thus, I share the following with you in the hope that it will assist you as you tackle this updating task. If you have specific questions, I encourage you to contact Pastor Lowell Bolstad. Pastor Bolstad does most of the constitutional reviews for our synod.

- Know that having a current constitution is very important, particularly when there is conflict or uncertainty about how to deal with a variety of delicate situations. Outdated constitutions can cause significant confusion at the very moment when clarity is needed.
- Those congregations which have neglected updating their constitution for many years should start with the 2011 Model Constitution for Congregations and not your out-of-date constitution. Remember, every constitutional provision marked with an asterisk (*) is a required provision and must be adopted/incorporated without any changes. So, it is easier to start with the model and provisions that are required and add/write provisions that are adapted to your local context and structure.
- Any non-required constitutional provision that you add/write must not conflict with or contradict other provisions within the constitution.
- Use the time of constitutional update to consider how the structure/governance of the congregation can best support carrying out the mission of the congregation. Often the structure used many years ago does not serve well the congregation of the present. Determine your mission and then decide what structure most effectively will move that mission forward.

6) Rethinking governance structure

A chair of a constitution taskforce telephoned to say that his taskforce was looking for ideas on governance structure. In 1990, the average worship attendance (AWA) was 900. 25+ years later after a congregation split, the AWA was 90. He wanted to rethink governance to make it more workable for the size of the congregation. They had been reading the following book:

Our Structure: Carrying Out the Vision by Brian H. Hughes (Author) - Augsburg Fortress

Leading effectively in a congregation involves identifying a vision for the future and then carrying out that vision. The congregation's structure can help you to carry out the vision, but one size doesn't fit all. This book shows a variety of ways to organize your congregation to put your vision into action. In addition, it explores how to organize for hospitality, select and recruit volunteers, delegate a task, set boundaries, plan your work, and build a team.

<https://www.augsburgfortress.org/store/product/6608/Our-Structure>

<https://www.barnesandnoble.com/w/our-structure-brian-hughes/1100073004>

<https://www.augsburgfortress.org/store/category/286319/Congregational-LEADER-Series>

<https://www.augsburgfortress.org/store/category/286442/Leadership>

Images for Our Structure: Carrying Out the Vision by Brian H. Hughes (Author)

I sent the following email to him:

Hi (name),

Please find attached some resources on thinking conceptually about what kind of governance structure might best suit the mission of your congregation at the present.

I suggest talking about how to include fiduciary, strategic, and generative in your council in its relationship to boards/committees/teams/taskforces.

I suggest going through the article on Rethinking Board Leadership, especially page 6 on patterns. (His use of Board would be equivalent of the ELCA use of Congregation Council.) I suggest a council that is more vision oriented rather than management oriented. Knowing your pastoral staff, I suggest giving serious consideration to the Collaborative Leadership model. Once you have decided the appropriate pattern, then you can address the matter of specific structure. When leadership gets to that point, I suggest putting the descriptions of boards/committees/teams/taskforces in continuing resolutions to make them more adaptive. In general, I think of boards and committees as more oversight, and teams and taskforces as more action. For instance, finance would be an example of a committee that exercises oversight, whereas hospitality would lend itself to a team approach. Personnel might be best served by being appointed by the council. It is possible to have elected or appointed boards/committees by the congregation or Congregation Council and recruited and/or volunteer teams and task forces.

Continuing resolutions under C13.06. have to do with how they are formed.

Continuing resolutions under C13.07. have to do with their duties.

When these decisions are made, I can put them into constitution language.

I suggest considering the use of an action agenda.

Lowell Bolstad

Pastor

Governance

The Future of God's Church— Death and Resurrection

Keynote Address by Bishop Duane Pederson

Walking Together: a congregational resource event March 17, 2013

So, there's a ton of fiduciary governance, a little bit of strategic governance, and almost no generative governance.

Generative governance is viewing ministry from the 30,000-foot perspective, asking the big questions, looking at things from varying perspectives, considering history and the desired new narrative, and noticing patterns and newly emerging opportunities. In short, generative thinking decides what to pay attention to, what it means, and what to do about it. It's filled with creativity and what ifs, and it permits the pooled experience, gifts, and maturity of leaders to come together in a life-giving, generative way.

All three modes of governing—fiduciary, strategic, generative—are necessary for good governance, for good leadership. Should we not bring our best to the leadership we provide for the mission of Christ's church? Look at what you do as church leaders in your congregation. When and how do you engage in each of the three? At least ask how generative thinking might become part of your council's regular, ongoing work. It just might be that such thinking will be a gateway into more missional thinking and doing!

http://www.nwswi.org/webfiles/fnitoools/documents/keynote_pederson_2013.pdf
info@nwswi.org

Page 5

[PDF] Governance and Ministry: Rethinking Board Leadership - New England Region

Patterns of Governance in Congregations

Page 6

<http://www.newenglanduua.org/sites/default/files/documents/GovernanceHandouts.pdf>
[Images for Patterns of Governance in Congregations](#)

7) Action Agenda

I received this action agenda at a Northwest Synod of Wisconsin council leadership event many years ago and have introduced it at some congregations that I considered might be open to such a change. Items A, B, C under Action are unique to the interim period and can be deleted for an installed pastorate.

Congregation

Congregation Council Action Agenda

[Date – time]

Preparation

A Inspiration (opening devotions)

B Personalization (sharing of joys and concerns)

[The guiding thought is that Congregation Council meetings can be a place where not only matters matter, but where members matter.]

C Transition (minutes from last meeting)

Action

[Identify and prioritize what needs to be acted upon at this meeting. Take action (deliberating, passing, amending, tabling, referring)].

A Transition Dynamics: Heritage, Identity, Vision, Mission, Leadership, Connections

B Issues or concerns identified in the Letter of Agreement

C Call Process

D Fiduciary, Strategic, Generative

E Identified items

Information

A Reports

[The effectiveness of this Action Agenda concept rests with the reversal of the usual order of information and action so that the governing body can devote its prime energy at the beginning of the meeting to action.]

- Pastor
- President
- Committees
- Financial
-

B Communications

C Review of assignments

D Information about next meeting

Evaluation [Group reflects on meeting and offers any suggestions for improvement.]

Celebration [Review of action taken, progress made or reported.]

Adjournment Motion to Adjourn - Lord's Prayer – Blessing – Dismissal

8) Additional components as a part of the meetings

The Congregation Council at one setting I served had been introduced to additional components as a part of the meetings by the previous pastor. These included the Mission Statement and Caring Conversations – Authentic, Attentive, Affirming after the opening devotions and the following at the end of the meeting: Overall meeting rating 1-10 (10=Terrific). What did we accomplish? What helped the process? What hindered the process? One suggestion for improvement.

9) Leadership Covenant

I received this leadership covenant that a consultant provided at a congregation I was serving.

Leadership Covenant

We agree to:

1. Make growth in our faith a priority.
For those whom he foreknew he also predestined to be conformed to the image of his Son, in order that he might be the first-born among many brethren. (Romans 8:29)
 - We agree to begin each meeting with a sharing of God's word.
2. Accept and respect one another.
Welcome one another, therefore, as Christ has welcomed you, for the glory of God. (Romans 15:7)
 - We will disagree openly and avoid speaking unkindly of others. Opinions and questions are encouraged and respected.
 - We understand the importance of the congregational leadership being a unified force. We promise that we will support all majority decisions and will not speak against these decisions even if we disagreed with them during deliberation.
3. Take care of one another.
A new commandment I give to you, that you love one another; even as I have loved you, that you also love one another. (John 13:34)
 - We seek to care for one another as Christ commanded using such forms as praying, encouraging, listening, and challenging.
4. Keep our commitments to the group.
O Lord, who shall sojourn in thy tent? Who shall dwell on thy holy hill? He who walks blamelessly, and does what is right, and speaks truth from his heart; who honors those who fear the Lord. (Psalm 15:1-2, 4b)
 - We seek to make every effort to attend all meetings.
5. Honor confidentiality
He who goes about as a talebearer reveals secrets, but he who is trustworthy in spirit keeps a thing hidden. (Proverbs 11:13)
 - We promise that we will not discuss confidential or sensitive matters with those outside the group.
6. Hold each other accountable.
If your brother sins against you, go and tell him his fault, between you and him alone. If he listens to you, you have gained your brother. But if he does not listen, take one or two others along with you, that every word may be confirmed by the evidence of two or three witnesses. If he refuses to listen to them, tell it to the church; and if he refuses to listen even to the church, let him be to you as a Gentile and a tax collector. (Matthew 18:15-17)

Provided by consultant Mike Simpson. Borrowed. Public Domain.

I proposed a Promise of Support to this same Congregation Council, and they agreed.

Promise of Support

We, the Congregation Council of (name) Lutheran, promise to regard with respect our pastors and staff and urge all congregation members to do the same.

Furthermore, we consider it harmful to the congregation for any member to take it upon themselves to compel a pastor or staff to leave.

Furthermore, we urge matters of disagreement or grievance abide by church order given by Jesus Christ as recorded in Matthew 18:15-17:

If another member of the church sins against you, go and point out the fault when the two of you are alone. If the member listens to you, you have regained that one. But if you are not listened to, take one or two others along with you, so that every word may be confirmed by the evidence of two or three witnesses. If the member refuses to listen to them, tell it to the church; and if the offender refuses to listen even to the church, let such a one be to you as a Gentile and a tax-collector.

We ask God to strengthen the partnerships among pastors and staff, congregation leadership, and members of this faith community as we seek to make Christ known.

In addition, I proposed that the Congregation Council agree to use electronic mail only for the transmission of information and not for debate over issues, and they agreed.

Email Uses and Misuses in Congregations? - PSWD

DO NOT use e-mail to express concerns or engage in debate. Staff, ministry teams, committees, governing boards, and members sometimes think that e-mail expedites the resolution of a pressing issue. More often, it stifles and garbles communication. The absence of facial expressions and voice inflections can produce painful results.

<http://www.pswdcob.org/eparish/P.P.-2007-01-EmailUsesAndMisusesInCongregations.pdf>

<https://www.linkedin.com/in/j-patrick-vaughn-07ba33b3>

[Images for Email Uses and Misuses in Congregations](#)

<http://www.angelfire.com/un/codeofpractice/1.htm>

https://www.americanbar.org/content/newsletter/publications/gp_solo_magazine_home/gp_solo_magazine_index/useandmisuseemail.html

Fortunately, I was working in partnership with a strong Congregation Council president who wrote the following:

Message from the Council President

I am writing this after our May council meeting (May 19th). Pastor Bolstad has been here one month. If you have spent much time with Pastor Bolstad you immediately recognize that he is an energetic dynamo. He has been putting in long hours and already has an understanding of what makes (name) Lutheran tick. He already knows a large number of members by name and is excited to meet and learn about all of us. We are very fortunate to have Pastor Bolstad here to assist and guide us.

We had several congregational members in attendance at the council meeting and we thank them for their comments and support. At the council meeting we discussed several important structural issues of the church building that need to be addressed immediately. Most important of these are a leaky roof and a large number of deteriorating windows. Both of these items need to be fixed now before additional water damage makes the cost of repairs much higher. Both of these repairs are large expense items that we will need to fund outside of our regular budgeted expenses. I will keep you posted on these items. We will be formulating an action plan in the near future.

I am saddened to report that I have been contacted by several members lately about rumors they have heard at (name) Lutheran. The most damaging is a rumor that Pastor (name) and Pastor (name) left our congregation because of financial irregularities within the church. This rumor is absolutely false. Two very honest and spiritual pastors left our congregation because some of our members treated them poorly. Our track record is not good in this matter and we must do better for (name) Lutheran to move forward. We must stop the rumor mill working in our church. Repeating rumors is both harmful and unchristian.

The commandment "Thou shalt not bear false witness" speaks directly to rumor spreading. If you are spreading rumors, you are breaking one of the ten most important directives of our faith. Please help me stop this damaging situation and get (name) Lutheran back on track.

I hate to stress negatives when we do have many positives happening at (name) Lutheran. It is important that we deal with our shortcoming, but we must not allow the negatives to overshadow the great work we do in other areas. Remember to ask God to assist and guide us every day as we seek to further his work done here at (name) Lutheran.

In Christ's name,

(name)

President

The pastor called to be the installed pastor of the congregation told me that these covenants were some of the best actions to come out of the interim period.

Resources

Behavioral Covenant for Council Adoption

It gives simple wisdom for congregational councils that can go a long way in helping leadership systems serve more effectively.

<http://swmnelca.wordpress.com/2011/04/08/behavioral-covenant-for-council-adoption/>
[Images for Behavioral Covenant for Council Adoption](http://images.acswebnetworks.com/1/498/IntroductiontoBehavioralCovenants.pdf)
<http://images.acswebnetworks.com/1/498/IntroductiontoBehavioralCovenants.pdf>
<https://makingchurchdecisions.com/behavioral-covenant-2/>
<http://1stchurchlongmeadow.org/blog3/wp-content/uploads/2016/07/Behavioral-Covenant-2016.pdf>
<http://www.firstunitedchurchottawa.org/behavioural-covenant>
<http://reachingoutinlove.org/about-us/oslc-covenant/>
<http://covchurch.org/wp-content/uploads/sites/20/2011/02/Behavioral-Covenant-Samples3.pdf>
[Images for Behavioral-Covenant-Samples](http://images.acswebnetworks.com/1/498/IntroductiontoBehavioralCovenants.pdf)

Behavioral Covenants in Congregations: A Handbook for Handling Differences by Gil Rendle Senior Consultant (Author)

This down-to-earth workbook gets to the heart of modern congregational life: how to live creatively together despite differences of age, race, culture, opinion, gender, theological or political position. Alban Senior Consultant Gil Rendle explains how to grow by valuing our differences rather than trying to ignore or blend them. He describes a method of establishing behavioral covenants that includes leadership instruction, training tools, resources (visual models, examples of specific covenants), small-group exercises, plans for meetings and retreats. "Behavioral Covenants in Congregations is a gem of a book for any pastor or church leader who has noticed how inappropriately people often behave in their church relationships."

Rev. Samuel E. Robinson, Ph.D.

"Have you ever wondered about the seeming 'disconnect' between the behavior of faith communities and the Word proclaimed in their midst? Cultural values and norms can't be checked at the door of the community, but are integrally woven into the fabric of congregational life - sometimes much to our dismay! Rather than accepting this as an embarrassing or awkward 'given' about which we can do nothing, Gil Rendle's book invites us to claim a deeper truth of the covenant community discovered again in contemporary spiritual discipline, enabling us to bridge congregation and culture."

Rev. Michelle Wright Bartlow, Eastern Pennsylvania Conference, UMC

<http://www.amazon.com/Behavioral-Covenants-Congregations-Handbook-Differences/dp/1566992095>
https://www.goodreads.com/book/show/1124951.Behavioral_Covenants_in_Congregations
<https://www.barnesandnoble.com/w/behavioral-covenants-in-congregations-gilbert-r-rendle/1112653566>
<https://books.google.com/books?isbn=1566994756>
https://books.google.com/books/about/Behavioral_Covenants_in_Congregations.html?id=0xpCPQAACAAJ
<http://catalog.library.sebts.edu/vufind/Record/156147/TOC> Table of Contents: Behavioral covenants in congregations
<http://www.lifeandleadership.com/book-summaries/rendle-behavioral-covenants-in-congregations.html>
<https://alban.org/archive/covenants-of-leadership-behavior/>
<https://albanroundtable.wordpress.com/2012/09/10/resources-and-comments-in-response-to-covenants-of-leadership-behavior/>
<https://imnedu.org/imn-library/behavioral-covenants-in-congregations-a-handbook-for-honoring-differences/>
<http://www.newcastle.anglican.org/userfiles/file/Newcastle%20Website/Mission%20and%20Ministry/Local%20Ministry%20and%20Readers%20Training/Albanweekly10Sept2012.pdf>
<http://www.elizabethpresbytery.org/Resource%20Center%20ON%20THE%20WEB/Alban%20Institute%20Resources%202012.pdf>
[DOC]Annotated Bibliography on Intellectual Clergy Development
<https://www.wnccumc.org/leadershipresources/type/Book>
http://www.presbyteryoftampabay.com/pdf/PresbyteryOfTampaBayResource_1405624175.pdf
<https://www.faithandleadership.com/gil-rendle-leadership-means-pushing-people-purpose>
<http://www.bmrc-online.org/FileDownload/492/IlusionCongregationalHappiness.pdf>
<https://www.linkedin.com/in/gil-rendle-20250344>
http://www.abingdonpress.com/gil_rendle
<http://www.ministrymatters.com/all/author/gil-rendle>
http://www.goodreads.com/author/show/70463.Gilbert_R_Rendle
[Images for Gil Rendle Senior Consultant \(Author\)](http://images.acswebnetworks.com/1/498/IntroductiontoBehavioralCovenants.pdf)
[Images for Behavioral Covenants in Congregations: A Handbook for Handling Differences by Gil Rendle](http://images.acswebnetworks.com/1/498/IntroductiontoBehavioralCovenants.pdf)

Healthy Churches, Faithful Pastors: Covenant Expectations for Thriving Together [David Keck]

Congregations want to support their pastors, but don't know how. Pastors love their congregations, but they don't know what to ask of their congregations to garner needed support. Everyone wants to thrive together, but so often we get stuck. This clear and engaging guide helps pastors and congregations bridge communication gaps and set mutual goals and expectations.

Reverend Keck grounds his framework of expectations on both scholarly research and on interviews he's conducted with pastors and lay people. He finds many common difficulties in churches arise from failing to discuss priorities and expectations, and from not effectively working through the problems that arise when expectations aren't met. For pastors and congregants to arrive at common expectations, they need to understand each other—their respective needs, hopes, and distinctive callings. This book provides concrete steps to aid congregants and pastors communicate their mutual expectations. Keck presents fifty "expectation statements"—examples of what pastors and congregations can expect of one another; a vital resource to anyone who seeks to initiate a discussion of expectations in their own church. Elucidating goals and expectations allows congregations and pastors to support one another and flourish and fosters church health and harmony.

<http://www.amazon.com/Healthy-Churches-Faithful-Pastors-Expectations/dp/1566994403>

<https://www.goodreads.com/book/show/23307115-healthy-churches-faithful-pastors>
<http://www.christiancentury.org/reviews/2014-11/healthy-churches-faithful-pastors-david-keck>
<http://pdf.pollenbio.com/healthy-churches-faithful-david-37226443.pdf>
<https://alban.org/2014/12/01/david-keck-loving-accountability/>
https://www.goodreads.com/author/show/220830.David_Keck
[Images for David Keck, author of healthy churches, faithful pastors](#)
[Images for Healthy Churches, Faithful Pastors: Covenant Expectations for Thriving Together \[David Keck\]](#)

10 Rules for Respect: One way to build trust. Charles W. Christian | Articles | Building Church Leaders

The list I drew up has evolved into ten principles that have transformed the way our church communicates. They now form a covenant signed each year by all the leaders, including me.

<http://www.buildingchurchleaders.com/articles/1999/le-9i3-9i3055.html>

[Images for 10 Rules for Respect: One way to build trust. Charles W. Christian | Articles | Building Church Leaders](#)

Use Joshua 24 "The Tribes Renew the Covenant" to establish a leadership covenant

Address the following items: setting, history, implications of history, choices, credibility, accountability, decisions, responsibility, action, covenant, symbol.

Multiple Staff Workshop. St. Bedes, Eau Claire, Wisconsin. November 9-11, 1997.

[Images for Use Joshua 24 "The Tribes Renew the Covenant" to establish a leadership covenant](#)

Using Mutual Agreements By Rev. Monica Driscoll

I want to share with you my experience of using two completely different processes that can and do work well separately; but also work well together at the same gathering.



<http://files.constantcontact.com/fbaed027be/90e39deb-2a12-4147-8dc7-861530fb4f82.pdf>

<http://files.constantcontact.com/fbaed027be/05cbd676-3776-48ba-bfc1-c01c826b8dc1.pdf>

Interim Ministry Network | 5740 Executive Drive, Suite 212, Baltimore, MD 21228

Sent by crystal@imnedu.org in collaboration with Constant Contact

<https://www.linkedin.com/in/monica-driscoll-9701118>

[Images for Using Mutual Agreements By Rev. Monica Driscoll](#)

10) Rules of behavior

Lee Sather and Sarah Larson-Woodruff presented *Healthy Start for Congregations: Enhancing the Partnership of Pastor and People* at the Chippewa Valley Conference Meeting on 10/17/2013 at Trinity Lutheran Church in Boyceville, Wisconsin. They spoke of building relationships as the foundation of all that is to follow. Relationships are the base of the pyramid. Then there are roles, rules, and results. They engaged the rostered leaders in attendance in an exercise around the following questions: "Who are you? What keeps you going in the ministry?" There are many ways of going about the work of building relationships, but building relationships is foundational in a healthy start. Rules of behavior is another level in the pyramid. They recommended pastor and congregation leadership work out a covenant to govern their behavior in the partnership of pastor and people. They showed various examples of behavioral covenants.

Resources

[Healthy Start for Congregations](#)

www.healthystartup.org

[Images for rules of behavior](#)

[What Does the Bible Say About Behavior? - OpenBible.info](#)

<https://www.openbible.info/topics/behavior>

[Images for Bible and Behavior](#)

<https://bible.knowing-jesus.com/topics/Behaviour>

<https://www.gotquestions.org/Christian-behavior.html>

<http://www.jollynotes.com/inspirational-verses/bible-verses-about-our-behavior-christian-living-christian-behavior/>

[Images for Christian behavior](#)

<https://www.biblegateway.com/passage/?search=Matthew+7&version=MSG> Matthew 7 MSG - A Simple Guide for Behavior

<https://www.thoughtco.com/the-bible-godly-behavior-712774>

[Images for godly behavior](#)

<https://biblehub.com/topical/b/behavior.htm>

<http://blogs.christianpost.com/biblicalmind/biblical-behavior-modification-2059/>

[Images for biblical behavior modification](#)

https://www.backtothebible.org/files/web/docs/cbe/Bible_Engagement_and_Social_Behavior.pdf

11) Exercises at meetings of the Congregation Council

The partnership of pastor and congregation leaders can be enhanced by exercises in Congregation Council meetings. Following are a list of possibilities for the first year and beyond:

The first six months can be spent going through the transition dynamics using the resources provided in this website and adapting to the local context.

Part 3 Transition Dynamics

Chapter 12	Heritage
Chapter 13	Identity
Chapter 14	Vision
Chapter 15	Mission
Chapter 16	Leadership
Chapter 17	Connections

One month (January) can be spent on the discussion questions in ELCA CONGREGATIONAL REPORT FOR THE YEAR ENDING

[PDF]congregational report for the year ending december 31, 2015	
https://associationdatabase.com/aws/SOS/asset_manager/get_file/116762?ver=295	#17, 18
https://www.ntnl.org/wp-content/uploads/2016/12/Form-A-2016.pdf	#18, 19
http://metrodcelca.org/wp-content/uploads/2009/12/17forma.pdf	#19, 20
https://www.vasynod.org/wp-content/uploads/2019/01/FORM-A-2018.pdf	#19, 20

as a part of the Congregation Vitality Project. This discussion helps leaders to understand that vitality is measured by more than attendance and receipts.

[PDF] congregational vitality project - ELCA Resource Repository
download.elca.org/ELCA%20Repository/Parochial_report_discussion_guide.pdf
http://www.swmnelca.org/PDF/2016_parochial_report_discussion.pdf
[Images for congregational vitality project – ELCA Resource Repository](#)

One month (February) the Congregation Council meeting following the election of council members at the annual meeting provides a logical opportunity to go over council responsibilities using Chapter 12. CONGREGATION COUNCIL [DOC]2016 Model Constitution for Congregations - ELCA Resource Repository.

Three months can be spent on Bible study. NW Synod of WI Director of Evangelical Mission Rev. Laurie Skow-Anderson used the following format in a Comprehensive Ministry Review on 2/20-22/2015 where I was a member of the Synod Review Team.

Go

The Great Commission

¹⁶ Now the eleven disciples went to Galilee, to the mountain to which Jesus had directed them. ¹⁷ When they saw him, they worshipped him; but some doubted. ¹⁸ And Jesus came and said to them, 'All authority in heaven and on earth has been given to me. ¹⁹ Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, ²⁰ and teaching them to obey everything that I have commanded you. And remember, I am with you always, to the end of the age.'

oremus Bible Browser: Matthew 28:16-20
<http://bible.oremus.org/?passage=Matthew+28:16-20>
[Images for great commission of jesus](#)

What word did you notice or hear in this reading? What is God saying to your congregation?
Read it again and repeat the questions. Discuss.

Love

The Greatest Commandment

When the Pharisees heard that he had silenced the Sadducees, they gathered together, and one of them, a lawyer, asked him a question to test him. "Teacher, which commandment in the law is the greatest?" He said to him, "'You shall love the Lord your God with all your heart, and with all your soul, and with all your mind.' This is the greatest and first commandment. And a second is like it: 'You shall love your neighbor as yourself.' On these two commandments hang all the law and the prophets." (Matthew 22:34-40)

oremus Bible Browser: Matthew 22:34-40
<http://bible.oremus.org/?ql=257229564>
[Images for great commandment of jesus](#)

What word did you notice or hear in this reading? What is God saying to your congregation?
Read it again and repeat the questions. Discuss.

Heal

The Great Vision

22 Then the angel showed me the river of the water of life, bright as crystal, flowing from the throne of God and of the Lamb ²through the middle of the street of the city. On either side of the river is the tree of life with its twelve kinds of fruit, producing its fruit each month; and the leaves of the tree are for the **healing** of the nations.

oremus Bible Browser: Rev 22:1-2

<http://bible.oremus.org/?passage=Rev+22:1-2&vnum=yes&version=nrsv>

[Images for great vision of revelation 22](#)

What word did you notice or hear in this reading? What is God saying to your congregation?
Read it again and repeat the questions. Discuss.

Two months can be spent using the SWOT Analysis and Life Cycle. The idea for these exercises came from NW Synod of WI Director of Evangelical Mission Rev. Laurie Skow-Anderson who used these in a Comprehensive Ministry Review on 2/20-22/2015 where I was a member of the Synod Review Team that she led.

Resources for SWOT Analysis

Best 10+ Swot analysis ideas on Pinterest

<https://www.pinterest.com/explore/swot-analysis/>

[Images for SWOT Analysis pinterest](#)

<https://www.pinterest.com/arno007/swot-analysis/>

<https://www.pinterest.com/kopbird/swot/>

<https://www.pinterest.com/milanmike/swot-analysis/>

<https://www.pinterest.com/marcinzawisza/swot/>

SWOT Analysis Definition | Investopedia

Specifically, SWOT is a basic, straightforward model that assesses what an organization can and cannot do as well as its potential opportunities and threats.

<http://www.investopedia.com/terms/s/swot.asp>

[Images for SWOT Analysis Definition](#)

SWOT Analysis - What Makes a Good Leader

SWOT Analysis tips and techniques including free templates, examples from experienced strategists.

http://www.whatmakesagoodleader.com/swot_analysis.html

[Images for SWOT Analysis tips and techniques](#)

SWOT analysis - Wikipedia

A SWOT analysis (alternatively SWOT matrix) is a structured planning method used to evaluate the strengths, weaknesses, opportunities and threats involved in a project or in a business venture.

https://en.wikipedia.org/wiki/SWOT_analysis

[Images for swot analysis](#)

Where do you think your congregation is on this life cycle?

Discuss.

If it is on the decline, what will it take to circle it around to grow?

If it is stable how will you maintain or move toward growth?

Resources for Life Cycle

[PDF] Life-Cycle of a Congregation - St. Paul's Lutheran Church

Assessing where a congregation may be in its life cycle can be a critical component of analysis as one begins a ministry or seeks to lead a planning process.

<http://www.stpaulsgb.org/filerequest/2437>

[Images for congregation in its life cycle](#)

[PDF] the life cycle of a congregation - s3.amazonaws.com

<http://s3.amazonaws.com/mychurchwebsite/c3935/lifecycleofacongregation.pdf>

[Images for life cycle of a congregation](#)

One month can be spent going through ending well using the resources provided in this website and adapting to the local context.

For the council meetings of the two congregations I was serving in the month of April 2017, I used the following article for discussion.

Church in rural America - Living Lutheran

A changing landscape

The ELCA has a long history of ministry in rural areas. Rural congregations rank as the highest percentage (28.1) of ELCA churches compared to other population demographic segments.

<https://www.livinglutheran.org/2017/04/church-rural-america/>

Images for Church in rural America - Living Lutheran

<https://www.livinglutheran.org/2017/03/study-guide-church-rural-america/>

<https://livinglutheran.blob.core.windows.net/cdn/wp.../2017/03/1704ruralchurch.pdf>

<https://www.livinglutheran.org/issues/>

<https://www.livinglutheran.org/contact-us/>

For the council meetings of the 2 congregations I was serving in the month of May 2017, I used the following letter for discussion.

2017 Synod Assembly Letter from Presiding Bishop Eaton – (English)

What is the church we are becoming?

- A thriving church spreading the gospel and deepening faith for all people.
- A church equipping people for their baptismal vocations in the world and this church.
- An inviting and welcoming church that reflects and embraces the diversity in our communities and the gifts and opportunities that diversity brings.
- A visible church deeply committed to working ecumenically and with other people of faith for justice, peace and reconciliation in our communities and around the world.
- A well-governed, connected and sustainable church.

<http://scsynod.com/download/2017-synod-assembly-letter-from-presiding-bishop-eaton-english/?wpdmdl=6688>

Images for Synod Assembly Letter from Presiding Bishop Eaton

12) Legal issues

Some congregations are fortunate to retain legal counsel. Most figure out legal issues on their own or consult a lawyer as needed.

Resources

Church Administration: Programs, Process, Purpose [Robert Bacher, Michael Cooper-White]

Chapter 12 Navigating **Legal Issues** in Ministry

This comprehensive guide, from two experienced and thoughtful churchmen, treats each aspect of congregational governance as a sacred calling with an overriding religious mission.

<http://www.amazon.com/Church-Administration-Programs-Process-Purpose/dp/0800637429>

<http://store.fortresspress.com/store/product/2687/Church-Administration>

For discussion questions on this book go to www.augsburgfortress.org/education/academic/churchadministration/

Images for Legal Issues in Ministry

Legal - Evangelical Lutheran Church in America

Welcome to the Legal resource page. This resource page provides you a visual way to explore and download the many types of resources we have available. You may also use our powerful [search](#) engine to find other resources not listed here.

Below is a list of resources you can download or purchase. For more information about a specific resource, just hover over the icon.

<http://www.elca.org/Resources/Legal>

Images for Legal - Evangelical Lutheran Church in America

General Counsel, ELCA Thomas.Cunniff@elca.org 773-380-2101 presented a webinar Feb. 21, 2019 and posted the resources.

Webinar: Legal Checklist for Congregations – Evangelical Lutheran Church in America

Below are links to help you find the resources mentioned in the webinar:

- [Legal Checklist for Congregations](#)
- [ELCA.org Legal Resources Library](#)
- [Risk Management Resources](#)
- [Purchasing Insurance Guidelines](#)
- [Guidelines for Keeping Insurance Records](#)
- [Sexual Misconduct Resources](#)
- [Financial Resources for Congregations](#)
- [Records Retention Schedule for Congregations](#)

<https://elca.org/legalwebinar>

Images for Legal Checklist for Congregations – Evangelical Lutheran Church in America

He stated in email following the event, "We cannot give legal advice to congregations or leaders. We can discuss constitutional provisions, refer you to legal counsel, or otherwise point you in the right direction."

13) A new Congregation Council president

A new Congregation Council president came on board shortly after I arrived at a congregation. He demonstrated imagination and initiative. He proposed a theme for transition for the first year: Renew, Refresh, Rejuvenate.

10 Ways to Renew, Refresh and Rejuvenate | HuffPost

I often ask people: "If tomorrow was the last day of your life, how would you live it?" If that vision doesn't match up with the life you're living today, it's time to make some changes!

Sometimes we get so caught up in old patterns and behaviors that we start to take our lives, other people, and situations for granted. Spring brings with it a sense of renewal, and I've found it's the perfect time to reinvent yourself. Shake off those winter cobwebs and take steps to reassess and renew your life!

Here are some tactics I use to freshen my perspective and stimulate positive change. Challenge yourself to try as many as you can:

https://www.huffingtonpost.com/james-van-praagh/ten-ways-to-renew-refresh-and-rejuvenate_b_6979424.html

[Images for Renew, Refresh, Rejuvenate](#)

When I left after a year, he proposed another theme for the second year of his tenure: Invite, Inspire, Include. These themes provided motivation for the council.

Inviting, Informing and Including Newcomers – Parish Paper

Three complementary efforts serve the congregation's ministry goals: inviting, informing, and including new people. Just like a three-pillared tower, without one support, the overall purpose becomes unstable. To invite is to increase the church's visibility and relevance, to inform is to offer opportunities for connection, and to include means spiritual experiences that promote Christian maturity and growth. Which effort needs more intention and planning in your congregation?

July 2018 Parish Paper--Inviting, Informing and Including Newcomers

http://www.southernohiosynod.org/aws/SOS/asset_manager/get_file/216937?ver=190

<http://www.wcucc.org/resource-center/church-management/parish-paper/> Inviting, Informing, and Including Newcomers – July 2018

<http://www.wcucc.org/wp-content/uploads/2018/07/2018-07-Inviting-Informing-and-Including-Newcomers.pdf>

[Images for Inviting, Informing and Including](#)

<https://www.theparishpaper.com/free-resources>

<http://www.wisconsinumc.org/connections/conference-news/the-parish-paper>

<http://www.wcucc.org/resource-center/church-management/parish-paper/>

<http://www.hcucc.org/the-parish-paper>

<https://www.theparishpaper.com/back-issue-index> Back Issue Index | The Parish Paper

14) Broad shoulders

One Congregation Council president listened to others talk about the inevitable pushback to the actions of the council, chuckled, and said, "I have broad shoulders." When others wavered in the face of pushback, he would say, "You gotta have broad shoulders." He worked shoulder to shoulder with the previous pastor to guide the congregation through difficult times.

Resources

Criticism is Part of Leadership: Are Your Shoulders Broad Enough to Take It?

There are steps you can take to resist the temptation to defend yourself against attack or skulk in a corner (all natural reactions by the way), and transform even the most negative criticism into something productive:

<http://www.lauriebaedke.com/2014/02/17/criticism-is-part-of-leadership-are-your-shoulders-broad-enough-to-take-it/>

[Images for Criticism is Part of Leadership: Are Your Shoulders Broad Enough to Take It?](#)

Do You Have Broad Shoulders? / Struggle to Victory

What does having broad shoulders mean? It means not being easily offended or at least letting go of an offense easily. It means keeping short accounts and simply not letting offenses linger ([Mark 11:25](#)). Having broad shoulders means becoming increasingly aware of the grace and forgiveness freely given us ([1 John 1:9](#)) and then willingly extending that grace and forgiveness to others ([Matthew 18:21-22](#); [Colossians 3:13](#)).

<http://www.struggle tovictory.com/do-you-have-broad-shoulders/>

[Images for Do You Have Broad Shoulders? | Struggle to Victory](#)

15) In praise of a good congregation president

She came from a family of 5 sisters, of whom it was said, "If you want to get something done, just ask the (*name*) girls." Their mother was a shining star in the oral history of the congregation. The sisters credited their parents for the strong work ethic learned in growing up on the farm. She had to be one of the hardest working persons I have ever met. She worked to do everything possible to keep their small congregation going. During the week, she worked as an executive vice president in a financial institution and worked overtime when the institution was in the middle of acquiring another financial institution. She was gentle, kind, and hospitable. She led the

meetings of the Congregation Council in such a way that everyone felt included. One Sunday, she taught Sunday school before the service of worship; ushered and lectured, as well as took notes on the sermon during the service of worship; and taught Confirmation afterwards. She consulted with me directly between meetings of the Congregation Council. If every pastor could be so fortunate!

16) School bus driver

A president of the Congregation Council invited me to his house for a noon meal fixed by his wife to discuss how to deal with difficult behavior by some of the members. His wife spoke with pride how he had driven school bus for 40 years. He added, "I enjoyed it. Now that I'm retired, I don't miss the driving, but I miss the kids." I figured anyone who could keep order on a school bus for that long possessed the stamina to deal with difficult behavior on a Congregation Council.

Resources

11 Secrets of School Bus Drivers | Mental Floss

In many school districts, the face that parents and guardians see most frequently doesn't belong to the principal, the teacher, or even other students—it's the school bus driver, the man or woman charged with the awesome responsibility of getting dozens of children from their homes to their classroom in a safe and efficient manner. It's a serious and often thankless job.

<http://mentalfloss.com/article/503644/11-secrets-school-bus-drivers>

[Images for School Bus Drivers](#)

<https://www.pinterest.com/plumkrzy/school-bus-driver/>

<https://www.shutterstock.com/search/school+bus+driver>

<https://www.istockphoto.com/photos/school-bus-driver>

How to Maintain Total Focus While Driving a School Bus: 7 Steps

If you've ever driven a school bus, you got a hearty laugh out of this title. If you are about to drive a school bus, you are praying this article will reinforce your decision to take on such a colossal endeavor and possibly be the holy grail of bus driving secrets. Make no mistake, you will almost always be totally focused while driving a school bus (daydreaming isn't easy with 60+ screaming students behind you), but it is entirely possible to focus on the wrong thing at the wrong time. This article seeks to help you maintain total focus on the right things - at the right times - while driving a school bus.

<http://www.wikihow.com/Maintain-Total-Focus-While-Driving-a-School-Bus>

[Images for How to Maintain Total Focus While Driving a School Bus](#)

Maintaining Order on Unruly Middle-School Routes - School Bus Fleet

Drivers, administrators and parents must collaborate their efforts both to prepare for and to treat problems with middle-school students.

<http://www.schoolbusfleet.com/article/610336/maintaining-order-on-unruly-middle-school-routes>

[Images for Maintaining Order on Unruly Middle-School Routes - School Bus Fleet](#)

17) Game plan

Coaches devise a plan going into games.

Resources

Fran Tarkenton: Man, am I glad Vikings snapped up Mike Zimmer

The Vikings' offensive **game plan** last week accomplished the same thing.

<http://www.twincities.com/2016/09/28/fran-tarkenton-man-am-i-glad-vikings-snapped-up-mike-zimmer/>

[Images for Vikings' offensive game plan](#)

Game plan | Define Game plan at Dictionary.com

noun

1. a carefully thought-out strategy or course of action, as in politics, business, or one's personal affairs.

2. *Sports.* the overall strategy of a team for winning a specific game.

<http://www.dictionary.com/browse/game-plan>

[Images for Game plan | Define](#)

[Images for a carefully thought-out strategy or course of action](#)

[Images for overall strategy of a team for winning a specific game](#)

Vikings GamePlan | Minnesota Vikings - YouTube

<https://www.youtube.com/playlist?list=PLfMaQna9uEI83C84ykPpOkA2jXA5cRj9M>

[Images for Vikings GamePlan | Minnesota Vikings - YouTube](#)

18) Game planning for meetings

For an anticipated low intensity meeting, I jot down some notes, but if it is an anticipated high intensity meeting, I will type up a manuscript. In either case, I try to imagine various scenarios and how to best move and respond.

Resources

A day-by-day look at game-planning in the NFL - The Boston Globe

Here's a day-by-day look at how an NFL team **installs its game plan over the course of a week**.

<https://www.bostonglobe.com/sports/patriots/2018/02/01/day-day-look-game-planning-nfl/NBBzZV9tSjm2vmA5allthL/story.html>

Images for A day-by-day look at game-planning in the NFL - The Boston Globe

<https://www.usatoday.com/story/sports/ncaaf/2017/08/17/plan-of-attack-how-a-college-football-coach-game-plans/104676406/>
Images for putting together a game plan

Vikings C Elflein ready to return after long offseason recovery - 1500 ESPN Twin Cities

The Vikings' 2017 third-round pick said he spent his time during camp practices **visualizing how he would handle certain situations**.

<http://www.1500espn.com/vikings-2/2018/09/vikings-c-elflein-ready-return-long-offseason-recovery/>

Images for plan-of-attack-how-a-college-football-coach-game-plans

19) Quick fix or long-term solution?

An anxious reaction often results in a quick fix, whereas a thoughtful response leads to a long-term solution.

Resources

What is quick fix? definition and meaning

A type of **problem-solving technique** which involves utilizing the fastest **solution** to keep the **problem** from recurring in the near future. A quick fix will not necessarily eliminate the problem in the **long** run, which is why a **company** should evaluate the **source** of the problem in a more in-depth manner after **employing** a temporary solution.

<http://www.businessdictionary.com/definition/quick-fix.html>

Images for What is quick fix? definition and meaning

Woolworths urged to adopt long term solution rather than quick fix

Woolworths has been urged to adopt long-term strategies rather than quick fixes to reinvigorate sales and profit growth and regain its lead over rivals in the \$88 billion grocery market.

As Australia's largest retailer prepares to unveil its first strategy update in almost four years, analysts and investors say short term fixes aimed at regaining lost market share and returning the group to profit growth next year will do little to restore confidence in Woolworths' longer term prospects.

<http://www.smh.com.au/business/retail/woolworths-urged-to-adopt-long-term-solution-rather-than-quick-fix-20150504-ggtptv.html>

Images for Woolworths urged to adopt long term solution rather than quick fix

20) Congregation Council Partnership in the Gospel Gathering

Congregation Council members and their spouse/friend are invited to a council partnership in the gospel gathering Thursday, July 19, 6:30pm at **(name)** (restaurant) compliments of Pastor Lowell Bolstad to celebrate and give thanks for our shared ministry.

Please RSVP the church office by Wednesday, July 16.

What Makes for a Strong Partnership? – Congregation Consulting Group

Nothing is more important to a congregation's dynamism than strong partnership between the clergy leader and the governing board. In my last post, **How to Give Away Your Power**, we focused the question, "How can I get people to take more responsibility?" Today we'll ask, "What makes for a strong partnership?"

<http://www.congregationalconsulting.org/what-makes-for-a-strong-partnership/>

Images for partnership between clergy and governing board

21) Fiduciary, strategic, and generative

Governance

The Future of God's Church – Death and Resurrection

Keynote Address by Bishop Duane Pederson

Walking Together: a congregational resource event

March 17, 2013

So, there's a ton of fiduciary governance, a little bit of strategic governance, and almost no generative governance.

Generative governance is viewing ministry from the 30,000-foot perspective, asking the big questions, looking at things from varying perspectives, considering history and the desired new narrative, and noticing patterns and newly emerging opportunities. In short, generative thinking decides what to pay attention to, what it means, and what to do about it. It's filled with creativity and what ifs, and it permits the pooled experience, gifts, and maturity of leaders to come together in a life-giving, generative way.

All three modes of governing—**fiduciary, strategic, generative**—are necessary for good governance, for good leadership. Should we not bring our best to the leadership we provide for the mission of Christ's church? Look at what you do as church leaders in your congregation. When and how do you engage in each of the three? At least ask how generative thinking might become part of your council's regular, ongoing work. It just might be that such thinking will be a gateway into more missional thinking and doing!

Death and Resurrection - Northwest Synod of Wisconsin

http://www.nswi.org/webfiles/fnitools/documents/keynote_pederson_2013.pdf Page 5

<http://www.elca.org/News-and-Events/5938> Duane Pederson Elected Bishop of ELCA Northwest Synod of Wisconsin

Determining Ideal Board Size: Alban at Duke Divinity School » Susan Beaumont

Effective boards in every size congregation must tend to three types of work: **fiduciary** (tending to the stewardship of tangible assets), **strategic** (working to set the congregation's priorities and seeing that resources are being deployed in accordance with those priorities) and **generative** (problem framing and sense making about the shifting environment of the congregation).

Alban at Duke Divinity School » Susan Beaumont: Determining Ideal Board Size

<https://alban.org/archive/determining-ideal-board-size/>

Images for Determining Ideal Board Size: Alban at Duke Divinity School » Susan Beaumont

<https://alban.org/category/strategic-planning/>

<https://alban.org/about-alban/alban-weekly/>

<https://www.amazon.com/Susan-Beaumont/e/B006E0FVWW>

https://www.goodreads.com/author/show/5308350.Susan_Beaumont

Images for Susan Beaumont, consultant

Resources for fiduciary

Fiduciary Definition - Investopedia

A fiduciary is a person who acts on behalf of another person, or persons to manage assets.

<https://www.investopedia.com/terms/f/fiduciary.asp>

Images for Fiduciary Definition - Investopedia

Images for manage assets

Fiduciary Quotes - Quotes about Fiduciary | YourDictionary

<http://quotes.yourdictionary.com/fiduciary>

Images for fiduciary quotes

<https://www.azquotes.com/quotes/topics/fiduciary.html>

<http://www.thefiduciaryinstitute.org/quotes/>

<https://www.fiduciaryduty21.org/supporting-quotes.html>

Images for fiduciary duty/supporting-quotes

Fiduciary - Wikipedia

A fiduciary is a legal or ethical relationship of trust between two or more parties. Typically, a fiduciary prudently takes care of money for another person. One party, for example a corporate trust company or the trust department of a bank, acts in a fiduciary capacity to the other one, who for example has entrusted funds to the fiduciary for safekeeping or investment. Likewise, asset managers—including managers of pension plans, endowments and other tax-exempt assets—are considered fiduciaries under applicable statutes and laws.^[1] In a fiduciary relationship, one person, in a position of vulnerability, justifiably vests confidence, good faith, reliance, and trust in another whose aid, advice or protection is sought in some matter. In such a relationship, good conscience requires the fiduciary to act at all times for the sole benefit and interest of the one who trusts.

<http://en.wikipedia.org/wiki/Fiduciary>

<https://en.wiktionary.org/wiki/fiduciary>

Images for Fiduciary

The Board's Role in Financial Oversight by Natalie Krawitz

An often-volatile economy, changing demographics, and technological innovations in educational delivery are among the dramatic changes across higher education that have forced boards and institutions to question the viability of the existing business model. Flat or declining state support in real terms, lower investment returns in some years, shifts in federal support, and pressure to control tuition costs have forced institutions to find more efficient and effective ways to operate without compromising quality.

While financial assets are not the only assets requiring board oversight, board members have a responsibility to understand the institution's finances. This includes understanding how board and management decisions affect finances and, in turn, how the institution's finances affect those decisions. Not every decision that management and the board make is a financial one; however, almost every decision to carry out the institution's mission has financial implications. This publication will help board members understand the financial context in which colleges and universities operate, which is critical to a board's ability to carry out its fiduciary responsibilities.

<http://agb.org/store/the-boards-role-in-financial-oversight>

<http://agb.org/blog/2015/06/11/five-principles-for-fiduciary-leadership>

<http://columbiabusinesstimes.com/2011/08/19/people-you-should-know-natalie-nikki-krawitz/>

<http://news.mst.edu/2013/05/nikki-krawitz-to-receive-chancellor-medal-from-st/>

<https://www.linkedin.com/in/natalie-krawitz-0468177>

Images for Natalie Krawitz

Images for The Board's Role in Financial Oversight by Natalie Krawitz

Resources for strategic

Accelerate: Building Strategic Agility for a Faster-Moving World by John P. Kotter (Author)

It's a familiar scene in organizations today: a new competitive threat or a big opportunity emerges. You quickly create a strategic initiative in response and appoint your best people to make change happen. And it does—but not fast enough. Or effectively enough. Real value gets lost and, ultimately, things drift back to the default status.

Why is this scenario so frequently repeated in industries and organizations across the world? In the groundbreaking new book *Accelerate* (XLR8), leadership and change management expert, and best-selling author, John Kotter provides a fascinating answer—and a powerful new framework for competing and winning in a world of constant turbulence and disruption.

Kotter explains how traditional organizational hierarchies evolved to meet the daily demands of running an enterprise. For most companies, the hierarchy is the singular operating system at the heart of the firm. But the reality is, this system simply is not built for an environment where change has become the norm. Kotter advocates a new system—a second, more agile, network-like structure that operates *in concert* with the hierarchy to create what he calls a “dual operating system”—one that allows companies to capitalize on rapid-fire strategic challenges and still make their numbers.

Accelerate (XLR8) vividly illustrates the five core principles underlying the new network system, the eight Accelerators that drive it, and how leaders must create urgency in others through role modeling. And perhaps most crucial, the book reveals how the best companies focus and align their people's energy and urgency around what Kotter calls *the big opportunity*.

If you're a pioneer, a leader who knows that bold change is necessary to survive and thrive in an ever-changing world, this book will help you accelerate into a better, more profitable future.

<http://www.amazon.com/Accelerate-Building-Strategic-Agility-Faster-Moving/dp/1625271743>

<https://www.goodreads.com/book/show/18406657-accelerate>

<https://www.kotterinc.com/book/accelerate/>

<https://www.barnesandnoble.com/w/accelerate-john-p-kotter/1117393930>

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Book Review by Rev. Martin J. Homan - Interim Ministry Network Issue no. 19 January 13, 2016 - Interim Ministry Network, 5740 Executive Drive, Suite 212, Baltimore, MD 21228 <http://imnedu.org/> Ellen@imnedu.org

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Images for *Accelerate: Building Strategic Agility for a Faster-Moving World* by John P. Kotter (Author)

Advanced Strategic Planning: A New Model for Church and Ministry Leaders by Aubrey Malphurs

First published in 1999, *Advanced Strategic Planning* explained why planning was so important to carrying out the church's mission. Now in its second edition, this practical resource offers a nine-step strategic thinking and acting model, useful ideas for developing a strategy, diagrams to help illustrate concepts, a new chapter on spiritual formation. This updated edition places a stronger emphasis on disciple making and clarifies answers to nine fundamental ministry questions. The methods in this book are proven to work, having already helped many churches articulate their vision and implement their mission.

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<https://www.youtube.com/watch?v=L7CWnED3xek&t=47s> A six-step strategy for disciple-making – YouTube

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[Images for Aubrey Malphurs](#)
[Images for Advanced Strategic Planning: A New Model for Church and Ministry Leaders by Aubrey Malphurs](#)

Appreciative Inquiry generic interview guide for churches

This guide has the four generic questions used in an initial discovery process for developing an **organizational strategic plan** or sense of mission for a church. If a congregational has a poorly defined sense of mission or is seeking a major organizational redevelopment this guide is a useful beginning place. Depending on the information discovered a more specific interview guide may be developed to inquire specifically into areas that the generic uncover.

<http://www.clergyleadership.com/appreciative-inquiry-resources/appreciative-inquiry-resources.cfm>
<http://www.clergyleadership.com/appreciative-inquiry-resources/AI-generic-ques-church.pdf>
[Images for organizational strategic plan](#)

Confident Zimmer takes over as Vikings coach

General manager Rick Spielman led interviews of seven candidates, with owners Zygi Wilf and Mark Wilf joining in. Zimmer was the only one invited to team headquarters for a second, more-in-depth examination. The straight talk, leadership skills and **strategic** expertise set Zimmer apart.

<http://stats.sfgate.com/fb/story.asp?i=20140117152945142654708&ref=rec&tm=16&src=NFL>
[Images for Confident Zimmer takes over as Vikings coach](#)
[Images for straight talk, leadership skills and strategic expertise set Zimmer apart](#)

Discerning Your Congregation's Future: A Strategic and Spiritual Approach [Roy M. Oswald, Robert E. Friedrich Jr.]

Drawing on extensive consulting experience with congregations, the authors provide a step-by-step guide to congregational planning that grounds strategic planning techniques in a process of spiritual discernment. The result: members will own the vision and be eager to participate in the congregation's calling, life, and ministry. You and your planning committee learn the theory behind the techniques, along with receiving help for addressing specific situations.

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[Images for Roy M. Oswald, author](#)
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Fine-Tuning the Organizational and Communication Engine – The Parish Paper

Strategic-Planning Team Page 11
Vision, Mission, **Strategy**, Tactics, and Values Page 39

[PDF] Ch. Effectiveness Nuggets--Volume 23—Fine-Tuning the Organizational Engine - The Parish Paper

<http://www.theparishpaper.com/files/resources/Church%20Effectiveness%20Nuggets-%20Volume%2023.pdf>
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<https://www.theparishpaper.com/free-resources> Church Effective Nugget, Volume 23: Fine-Tuning the Organizational and Communication Engine

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<https://www.theparishpaper.com/back-issue-index> Back Issue Index | The Parish Paper

Holy Conversations: Strategic Planning as a Spiritual Practice for Congregations by Gil Rendle Senior Consultant (Author), Alice Mann (Author)

Planning can be challenging in the contemporary congregation, where people share a common faith and values but may have very different preferences and needs. Much of the literature on congregational planning presents it as a technical process: the leader serves as the chief problem solver, and the goal is finding "the solution to the problem."

Popular Alban consultants and authors Gil Rendle and Alice Mann cast planning as a "holy conversation," a congregational discernment process about three critical questions:

- Who are we?
- What has God called us to do or be?
- Who is our neighbor?

Rendle and Mann equip congregational leaders with a broad and creative range of ideas, pathways, processes, and tools for planning. By choosing the resources that best suit their needs and context, congregations will shape their own strengthening, transforming holy conversation. They will find a path that is faithful to their identity and their relationship with God.

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Images for Alice Mann, Author of holy conversations

Images for Holy Conversations: Strategic Planning as a Spiritual Practice for Congregations by Gil Rendle Senior Consultant (Author), Alice Mann (Author)

Our Context: Exploring Our Congregation and Community by Mark D. Johns (Author)

Our Context is a guide to exploring your congregation and the surrounding community, identifying potential problems, and highlighting new opportunities to carry out your congregation's mission and proclaim the gospel. If you are in a congregation or community that is changing, the process outlined in this book can help your congregation deal with the changes in a positive manner.

This book helps pastors and congregational leaders work together in strategic planning, management, and evangelism teams.

See Excerpts for reproducible tools that can be downloaded and customized.

<http://store.augsburgfortress.org/store/product/6605/Our-Context-Exploring-Our-Congregation-and-Community>

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Images for Mark D. Johns (Author) our context images

Images for Exploring Our Congregation and Community by Mark D. Johns (Author)

Our Mission: Discovering God's Call to Us (Congregational Leader Series) by Robin McCullough-Blade (Author)

1. Strategic Planning

Page 20

Chapter Tools: An Overview of the Strategic Planning Process

Page 80

Our Mission provides a four-step process for discovering God's call for your congregation. The mission of the church is the same at all times and in all ages, but takes shape in different ways from one congregation to another. This book assists congregations in writing a mission statement, establishing goals, and creating action plans to carry out those goals.

The four strategic planning steps to help your congregation fulfill its mission:

- STOP to pray and discern if your congregation is fulfilling the will of God
- LOOK at God's word to make sure it is at the heart of your mission
- LISTEN to the mission mandate of Christ to establish goals for the congregation

- GO to implement your action plans with confidence and hope in God's blessings.

<http://store.augsburgfortress.org/store/product/6606/Our-Mission-Discovering-God-Call-to-Us>
[Images for Overview of the Strategic Congregational Planning Process](#)
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Page 176

[PDF] Research Strategies for Congregations: Tools for understanding the people in your church and community - Presbytery of Northumberland

The purpose of this guide is to provide you with "do-it-yourself" research tools for positive church improvement. Congregations can use these tools to learn more about themselves and about their local community, as well.

<http://www.northumberlandpresbytery.org/wp-content/uploads/2013/06/researchstrategies2007.pdf>
[Images for Research Strategies for Congregations](#)

Responsibilities and position descriptions - Synod Resource Center

The Congregation Council are trustees who act on behalf of the church membership. The Congregation Council has the principal responsibility for fulfillment of the church's mission and the legal accountability for its operations. This means that as a group, they are in charge of establishing a clear organizational mission, forming the **strategic** plan to accomplish the mission, overseeing and evaluating the plan's success, calling Pastors and providing adequate supervision and support to that individual, ensuring financial solvency of the organization, interpreting and representing the community to the organization, and instituting a fair system of policies and procedures for human resource management.

The Congregation Council is responsible for management of the business and affairs of the corporation. In carrying out their responsibilities, the law imposes on pastors' specific fiduciary duties of care, loyalty, and obedience to the law.

http://synodresourcecenter.org/admin/personnel/council_members/0002/position_descrip.html
[Images for strategic plan to accomplish the mission](#)
[Images for Position Descriptions for Congregation Council](#)

Simply Strategic Stuff: Help for Leaders Drowning in the Details of Running a Church [Tim Stevens, Tony Morgan]

Here are 99 topics church leaders need to know! Some say it's the little things that matter the most, but the little details are often what pastors dread the most. Easy-to-understand and humorous, *Simply Strategic Stuff* equips pastors to perform the administrative details of pastoring with ease, and enthusiasm. Pastors are encouraged to consider basic principles that will help them develop systems and structures for releasing growth, enabling churches to reach their communities and the world for Jesus Christ!

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[Images for Tim Stevens, author of simply strategic stuff](#)
[Images for Tony Morgan, author of simply strategic stuff](#)
[Images for Simply Strategic Stuff: Help for Leaders Drowning in the Details of Running a Church \[Tim Stevens, Tony Morgan\]](#)

Strategic Leadership for a Change: Facing our Losses, Finding Our Future [Kenneth J. McFayden]

Many congregations are experiencing significant change both within and beyond their walls, and both members and leaders feel a sense of loss in the midst of these changes. In the midst of change, loss, and grief, congregations yearn for leadership - typically with differing expectations of what constitutes effective leadership in response to their needs, hopes, and priorities. At the same time, congregations resist leadership. After all, leadership assumes those who follow will be open to more change. *Strategic Leadership for a Change* provides congregational leaders with new insights and tools for understanding the relationships among change, attachment, loss, and grief. It also helps to facilitate the process of grieving, comprehend the centrality of vision, and demonstrate theological reflection in the midst of change, loss, grief, and attaching anew. All this occurs as the congregation aligns its vision with God's and understands processes of change as processes of fulfillment. Drawing on attachment theory, leadership studies, and biblical and theological resources, McFayden's work is invaluable for leaders whose congregations face change, experience loss, wonder about their future, and yearn for leadership.

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 Images for kenneth j. mcfayden, author of strategic leadership for a change
 Images for Strategic Leadership for a Change: Facing our Losses, Finding Our Future [Kenneth J. McFayden]

Strategic Leadership Formation by Jim VanYperen (Author), Robert Rummel (Editor), Julie Becker (Illustrator)

The future health of your church is directly related to how you identify and equip emerging leaders. This comprehensive curriculum will help you identify, practice and form the spiritual character and leadership skill necessary to grow redemptive communities of Christ.

The future health of your church is directly related to how you identify and equip emerging leaders. This comprehensive curriculum will help you identify, practice and form the spiritual character and leadership skill necessary to grow redemptive communities of Christ.

By Strategic we mean an intentional, timely and innovative approach to training leaders. By Leadership we mean gifted men and women who want to learn and are ready to grow. By Formation we mean forming spiritual character and leadership competency.

This innovative curriculum combines principles of spiritual formation with leadership development into one, powerful resource that will revolutionize the way you think about, and practice, church ministry. Beginning with a biblical theology of spiritual formation, participants will discover how their identity, reality, and activity is shaped by the Salvation story. This produces a certain kind of leader one who interprets, serves and shepherds; a certain kind of character one formed by brokenness, courage, integrity and justice; and a certain kind of redemptive community where Jesus is Lord.

Your leaders will learn and practice:

Corporate Disciplines: Prayer, confession, Worship and Communion

Personal Disciplines: Study, Silence, Prayer, Fasting, Exercise, Service

Marriage Disciplines: Fidelity, Renewing Vows

Family Disciplines: Family Worship, Love, Discipline, Encouragement

Ministry Disciplines: Team-building, Decision-making and more.

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Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy.

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Strategy Tools

We'll show you the strategy tools taught on MBA courses, and how you can apply them to your situation right now.

The Mind Tools Full Toolkit

<https://www.mindtools.com/fulltoolkit.htm> Strategy Tools
https://www.mindtools.com/pages/main/newMN_STR.php
[Images for Strategy Tools](#)
[Images for Mind Tools Full Toolkit](#)

The Art and Discipline of Strategic Leadership [Mike Freedman]

Now in paperback, *The Art and Discipline of Strategic Leadership* offers business strategists an integrated five-phase model for setting and implementing strategy. Proven effective at a diverse range of organizations worldwide, the model provides executives with a powerful framework for assessing and tweaking current strategy, or charting a bold new strategic course.

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The Executive Guide to Operational Planning: George L. Morrisey, Patrick J. Below, Betty L. Acomb.

Offers a comprehensive approach to **strategic** planning: how to formulate strategic plans that will develop the company's strengths, be responsive to changing business conditions, and chart a productive and profitable company future. Provides numerous charts, worksheets, and other resources.

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<https://www.thriftbooks.com/a/patrick-j-below/300006/>
http://www.goodreads.com/author/show/869375.Patrick_J_Below
[Images for Patrick J. Below, author operational planning](#)
[Images for Betty L. Acomb, author operational planning](#)
[Images for The Executive Guide to Operational Planning: George L. Morrisey, Patrick J. Below, Betty L. Acomb](#)

The Habits of Highly Effective Churches: Being Strategic in Your God Given Ministry [George Barna]

George Barna reveals nine critical habits proven to make a church an effective local body. *The Habits of Highly Effective Churches* dispels popular myths and wrong beliefs as to what constitutes a thriving church in today's society and is an excellent resource for ministry leaders who are seeking or willing to re-evaluate and restructure a church.

<http://www.amazon.com/Habits-Highly-Effective-Churches-Strategic/dp/0830718605>
http://www.goodreads.com/book/show/493864.The_Habits_of_Highly_Effective_Churches
http://books.google.com/books/about/The_habits_of_highly_effective_churches.html?id=qegLTqYhMUUC
<http://www.georgebarna.com/>
https://en.wikipedia.org/wiki/George_Barna
<https://www.rightnowmedia.org/Content/Speaker/1252>
<http://www.christianitytoday.com/pastors/2007/july-online-only/le-031112a.html>
<http://www.crosswalk.com/church/pastors-or-leadership/10-ways-to-maximize-your-productivity-in-god-s-kingdom.html>

<https://www.amazon.com/George-Barna/e/B000APJB4G>

http://www.goodreads.com/author/show/32052.George_Barna

Images for George Barna

Images for The Habits of Highly Effective Churches: Being Strategic in Your God Given Ministry [George Barna]

The Leader of the Future: New Visions, Strategies and Practices for the Next Era [Frances Hesselbein, Marshall Goldsmith, Richard Beckhard]

Discover what Stephen Covey, Ken Blanchard, Peter Senge, Rosabeth Moss Kanter, and other business-world luminaries have to say about the direction of leadership for the future. The Drucker Foundation brings together the best business minds in more than 30 never-before-published essays, each one offering a special perspective on leadership and a unique glimpse into the future.

The Leader of the Future is a compendium of new thought. It is a book about the future quality of our lives, our businesses, our organizations, our society - and the leadership required to move us into the exciting unknown. Each of the acclaimed authors offers a special perspective on leadership, a unique glimpse into the future, and together their thinking forms a treasure trove of insight and knowledge. All essays were written especially for this book, providing even the most astute reader with new insights and directions crucial to becoming an effective leader in the organization of tomorrow.

<http://www.amazon.com/Leader-Future-Strategies-Practices-Foundation/dp/0787909351>

https://www.goodreads.com/book/show/809167.The_Leader_of_the_Future

<https://www.wiley.com/en-us/The+Leader+of+the+Future+2%3A+Visions%2C+Strategies%2C+and+Practices+for+the+New+Era-p-9780787986674>

https://www.thriftbooks.com/w/the-leader-of-the-future-new-visions-strategies-and-practices-for-the-next-era_frances-hesselbein/503644/#isbn=0787901806

http://books.google.com/books/about/The_leader_of_the_future.html?id=u93tAAAAMAAJ

https://books.google.com/books/about/The_Leader_of_the_Future_Drucker_Foundat.html?id=u93tAAAAMAAJ

<http://www.leadershipnow.com/leadershop/0935-1.html>

<http://www.businessinsider.com/amazons-top-100-leadership-and-success-books-2016-2>

<https://books.google.com/books?isbn=1882197577> Leadership Resources: A Guide to Training and Development Tools

http://library-opac.usj.edu.mo/cgi-bin/koha/opac-detail.pl?biblionumber=133622&shelfbrowse_itemnumber=124314

<https://www.hesselbeininstitute.org/>

https://en.wikipedia.org/wiki/Frances_Hesselbein

<http://www.leadertoleaderjournal.com/meet-the-experts.aspx>

<http://fortune.com/2011/11/09/frances-hesselbeins-life-in-leadership/>

<https://www.strategy-business.com/article/00332?gko=afedc>

<https://www.amazon.com/Frances-Hesselbein/e/B001JSALKQ>

http://www.goodreads.com/author/show/26924.Frances_Hesselbein

Images for Frances Hesselbein, author

<https://www.amazon.com/Marshall-Goldsmith/e/B001ILIAKC>

http://www.goodreads.com/author/show/48383.Marshall_Goldsmith

Images for Marshall Goldsmith, author

<http://www.marshallgoldsmith.com/>

<https://www.linkedin.com/in/marshallgoldsmith>

https://en.wikipedia.org/wiki/Richard_Beckhard

<http://organisationdevelopment.org/the-theorists-richard-beckhard/>

<http://news.mit.edu/2000/beckhard-0126>

<https://www.amazon.com/Richard-Beckhard/e/B001HP9SQQ>

http://www.goodreads.com/author/show/423292.Richard_Beckhard

Images for Richard Beckhard, author leader of the future

Images for The Leader of the Future: New Visions, Strategies and Practices for the Next Era [Frances Hesselbein, Marshall Goldsmith, Richard Beckhard]

The Source: Twelve Principles of Governance That Power Exceptional Boards [BoardSource]

Exceptional boards add significant value to their organizations, making discernible differences in their advance on mission.

How does a board rise to this level? Are there standards that describe this height of performance? *The Source: Twelve Principles of Governance That Power Exceptional Boards* defines governance not as dry, obligatory compliance, but as a creative and collaborative process that supports chief executives, engages board members, and furthers the causes they all serve. *The Source* enables nonprofit boards to operate at the highest and best use of their collective capacity. Aspirational in nature, these principles offer chief executives a description of an empowered board that is a **strategic** asset to be leveraged.

They provide board members with a vision of what is possible and a way to add lasting value to the organizations they lead.

<http://www.amazon.com/Source-Twelve-Principles-Governance-Exceptional/dp/1586860925>

<http://www.boardsource.org/Bookstore.asp?Item=171>

<http://www.pipertrust.org/wp-content/uploads/2011/05/ExceptionalBoards.pdf>

http://www.governancematters.org/index.cfm?organization_id=56§ion_id=779&page_id=3721

Images for Twelve Principles of Governance That Power Exceptional Boards

Resources for generative

Generative Quotes - Quotes about Generative | YourDictionary

<http://quotes.yourdictionary.com/generative>

Images for generative quotes

<https://www.goodreads.com/work/quotes/27063421-on-becoming-generative-an-introduction-to-culture-care>

<http://thinkexist.com/quotes/with/keyword/generative/>

<https://www.greatest-quotations.com/search/quotes-generative.html>

https://todayinsci.com/QuotationsCategories/G_Cat/Generative-Quotations.htm

How to Be a Leader (with Leadership Examples) - wikiHow

Part 3 Putting It All Together

2 **Think of the big picture.** As you're solving problems (or simply improving what's already satisfactory), you might notice patterns, and wonder if many of those issues are symptoms of a deeper, bigger problem or construct. Thoreau once said, "For every thousand hacking at the leaves of evil, one is hacking at the root." Take a step back and try to find the root. The deeper matter is often not something anybody can solve alone; it'll require a group effort, which is where your role as a leader comes into play. If you are working closely with a team, use them to your advantage. What roles do *they* feel best suited for? How is their time being utilized? What ideas do they have that have yet to be implemented? In many cases, growth is a matter of rearranging and refining - not necessarily a problem at all.

<http://www.wikihow.com/Be-a-Leader>

Images for think of the big picture

<https://www.pinterest.com/franksonnenberg/see-the-big-picture/>

<https://www.pinterest.com/pattibir/seeing-the-big-picture/>

Leadership on the Line: Staying Alive through the Dangers of Leading

Get on the Balcony

Few practical ideas are more obvious or more critical than the need to get perspective in the midst of action. Jesuits call it "contemplation in action." Hindus and Buddhists call it "karma yoga," or mindfulness. The mental activity of stepping back in the midst of action and asking, "What's really going on here?"

<https://eboardsecure.dcsdk12.org/attachments/9fa8dcc2-05dd-4b73-9178-5cdf531a918.pdf> Page 7

Images for adaptive leadership get on the balcony

Life Changes: 10 Ways to Get Perspective

3. Look at Your Trajectory

Take a moment to close your eyes and imagine what your life would look like 10 years from now, 20 years from now? What would it look like if you had stayed on the same path? Notice how you feel. Does it give you a sense of happiness, excitement or peace?

7. Take a Bird's Eye View

From 1,000 feet above, imagine taking a snapshot of your past/present/future in all directions. What are the pathways and patterns you notice about the direction your life has taken? Look at your whole life as though you were watching a movie, staying detached and neutral. What would you tell yourself 300 years from now about your life situation? Is it terribly serious?

http://www.huffingtonpost.com/sura-flow/life-changes_b_1872656.html#slide=more250499

<http://www.karmaville.com/?page=articles&id=592>

Images for Leadership Look at Your Trajectory

Images for Leadership Take a Bird's Eye View

Our Leadership

Administrative - Oversees the resources and assets of the Presbytery

Strategic - Directs us on how to do our mission effectively

Generative - Views the Presbytery from the perspective of "the balcony", bringing regular "Odyssey Reports" to the Presbytery

Gatherings and raising challenges and opportunities

<http://www.losranchos.org/about-us/our-leadership/>

Images for Generative - Views the Presbytery from the perspective of "the balcony"

10 Congregational Issues for Generative Dialogue: Spiritual Strategic Journey Initial Assessment George Bullard (Author)

10 Congregational Issues for Generative Dialogue is an eBook resource for the forthcoming print and digital book, *Spiritual Strategic Journey: A Playbook for Becoming a FaithSoaring Church*. It is in support of the section tentatively entitled Pre-Season for Exploring. This section deals with the assessment, learning, and readiness activities in which a congregation needs to engage before they launch a Spiritual Strategic Journey.

The purpose of 10 Congregational Issues for Generative Dialogue is to provide content for people connected with a congregation to use as they have dialogue about the past, present, and future of their congregation. At times this dialogue is takes place during 100 Days of Discernment in Dialogue and Prayer Triplets. [The 100 Days of Discernment will be the subject of a future eBook.]

This eBook contains the details of the 10 congregational issues for generative dialogue. A free inventory that can be used in congregations to assess themselves on these 10 issues is found a www.SSJPlaybook.info

<http://www.amazon.com/Congregational-Generative-Dialogue-Resources-ebook/dp/B00BBCY9LC>

<http://www.goodreads.com/book/show/22280251-10-congregational-issues-for-generative-dialogue>
http://bullardjournal.blogs.com/bullardjournal_microblog/2013/03/featured-ebook-for-monday-10-congregational-issues-for-generative-dialogue.html
<http://www.covchurch.org/wp-content/uploads/sites/20/2010/07/SSJ.pdf>
<http://www.lifeandleadership.com/book-summaries/bullard-pursuing-full-kingdom-potential-of-your-congregation.html>
https://www.transformingthechurch.org/GB-02_public_about_george_bullard
<http://www.chalicepress.com/Author.aspx?AuthorID=75>
<https://www.facebook.com/BullardJournal>
<https://www.amazon.com/George-Bullard/e/B001JS8GR6>
http://www.goodreads.com/author/list/7501519.George_Bullard
 Images for George Bullard (Author)
[Images for 10 Congregational Issues for Generative Dialogue: Spiritual Strategic Journey Initial Assessment George Bullard](#)

22) Appropriate governance structure for congregation size

The Constitution and Bylaws for Congregations of the predecessor church body the American Lutheran Church in Article XI – Officers and Boards specified a set governance structure, while The Model Constitution for Congregations of the Evangelical Lutheran Church in Chapter 12. CONGREGATION COUNCIL provides for more flexibility.

Constitution and Bylaws for Congregations of the American Lutheran Church Article XI – OFFICERS AND BOARDS

1. At its annual meeting the congregation shall elect the following officers, each for a term of two years:
 - (a) President
 - (b) Vice-president
 - (c) Secretary
 - (d) Treasurer
 - (e) Financial Secretary

The duties of the officers of the congregation shall be those provided in the bylaws.
2. The Board of Deacons
 - (a) There shall be a Board of Deacons of 3 members elected at the annual meeting of the congregation, each for a term of three years. One-third of the members of the board shall be elected at each annual meeting of the congregation. The pastor shall be an advisory member by virtue of his office, but without vote.
 - (b) The duties and responsibilities of the Board of Deacons shall be to provide spiritual leadership in the congregation, working with the pastor, to guide the work, witness, worship, and service of the congregation in the world.
3. The Board of Trustees
 - (a) There shall be a Board of Trustees of 3 members elected at the annual meeting of the congregation, each for a term of three years. One-third of the members of the board shall be elected at each annual meeting of the congregation. The pastor shall be an advisory member by virtue of his office, but without vote.
 - (b) The duties and responsibilities of the Board of Trustees shall be to have charge of the general management of all matters relating to legal and corporate affairs and to supervise the maintenance of the properties of the congregation.
4. The Board of Education
 - (a) There shall be a Board of Education of 3 members elected at the annual meeting of the congregation, each for a term of three years, the Sunday School Superintendent, and one member from the Board of Deacons. One-third of the members of the board shall be elected at each annual meeting of the congregation. The pastor shall be an advisory member by virtue of his office, but without vote.
 - (b) The duties and responsibilities of the Board of Education shall be to provide leadership and supervision of the educational program of the educational program congregation.
5. The Church Council
 - (a) The officers of the congregation and the members of the boards together with the pastor serving as an advisory member by virtue of his office, but without vote, shall constitute the Church Council. The president, the vice-president, and the secretary of the congregation shall serve as president, vice-president, and secretary of the Church Council respectively.
 - (b) The duties and responsibilities of the Church Council shall be to:
 - (1) Have general oversight of the life and work of the congregation and to coordinate the activities of the boards and committees of the congregation.
 - (2) Determine the rosters of the baptized, the confirmed, and the voting members of the congregation.
 - (3) Perform such other duties and responsibilities as are provided in this constitution and its bylaws.

[DOC]Model Constitution for Congregations 2019 - ELCA Resource Repository

Chapter 12.

CONGREGATION COUNCIL

- C12.01.** The voting membership of the Congregation Council shall consist of the pastor(s)[, the officers of the congregation,] and [members] [not more than _____ nor fewer than _____ members] of the congregation, at least one of whom shall be a youth and at least one of whom shall be a young adult. Any voting member of the congregation may be elected, subject only to the limitation on the length of continuous service permitted in that office. A member's place on the Congregation Council shall be declared vacant if the member a) ceases to be a voting member of this congregation or b) is absent from four successive regular meetings of the Congregation Council without cause. Consistent with the laws of the state in which this congregation is incorporated, the congregation may adopt procedures for the removal of a member of the Congregation Council in other circumstances.
- C12.02.** The members of the Congregation Council except the pastor(s) shall be elected by written ballot to serve for _____ years or until their successors are elected. Such members shall be eligible to serve no more than two full terms consecutively. Their terms shall begin at the close of the annual meeting at which they are elected.
- or**
- The members of the Congregation Council except the pastor(s) shall be elected at a legally called meeting of the congregation during the month of _____. Their term of office shall be for _____ years, with the term of office beginning on _____ (month and day) and ending on _____ (month and day). Newly elected Congregation Council members shall be installed at worship the Sunday prior to the date they assume office.
- C12.03.** Should a member's place on the Congregation Council be declared vacant, the Congregation Council shall elect, by majority vote, a successor until the next annual meeting.
- C12.04.** The Congregation Council shall have general oversight of the life and activities of this congregation, and in particular its worship life, to the end that everything be done in accordance with the Word of God and the faith and practice of the Evangelical Lutheran Church in America. The duties of the Congregation Council shall include the following:
- To lead this congregation in stating its mission, to do long-range planning, to set goals and priorities, and to evaluate its activities in light of its mission and goals.
 - To seek to involve all members of this congregation in worship, learning, witness, service, and support.
 - To oversee and provide for the administration of this congregation to enable it to fulfill its functions and perform its mission.
 - To maintain supportive relationships with the rostered minister(s) and staff and help them annually to evaluate the fulfillment of their calling or employment.
 - To be examples individually and corporately of the style of life and ministry expected of all baptized persons.
 - To promote a congregational climate of peace and goodwill and, as differences and conflicts arise, to endeavor to foster mutual understanding.
 - To arrange for pastoral service during the sickness or absence of the pastor.
 - To emphasize partnership with the synod and churchwide organization of the Evangelical Lutheran Church in America as well as cooperation with other congregations, both Lutheran and non-Lutheran, subject to established policies of the synod and the Evangelical Lutheran Church in America.
 - To recommend and encourage the use of program resources produced or approved by the Evangelical Lutheran Church in America.
 - To seek out and encourage qualified persons to prepare for the ministry of the Gospel.
- C12.05.** The Congregation Council shall be responsible for the financial and property matters of this congregation.
- The Congregation Council shall be the board of [trustees] [directors] of this congregation and, as such, shall be responsible for maintaining and protecting its property and managing its business and fiscal affairs. It shall have the powers and be subject to the obligations that pertain to such boards under the laws of the State of Wisconsin, except as otherwise provided herein.
 - The Congregation Council shall not have the authority to buy, sell, or encumber real property unless specifically authorized to do so by a meeting of the congregation.
 - The Congregation Council may enter into contracts of up to \$_____ for items not included in the budget.
 - The Congregation Council shall prepare an annual budget for adoption by this congregation, shall supervise the expenditure of funds in accordance therewith following its adoption, and may incur obligations of more than \$_____ in excess of the anticipated receipts only after approval by a Congregation Meeting. The budget shall include this congregation's full indicated share in support of the wider ministry being carried on in partnership with the synod and churchwide organization.
 - The Congregation Council shall ascertain that the financial affairs of this congregation are being conducted efficiently, giving particular attention to the prompt payment of all obligations and to the regular forwarding of benevolence monies to the synodical treasurer.
 - The Congregation Council shall be responsible for this congregation's investments and its total insurance program.
- C12.06.** The Congregation Council shall see that the provisions of this constitution[,] [and] its bylaws[,] [and the continuing resolutions] are carried out.
- C12.07.** The Congregation Council shall provide for an annual review of the membership roster.

- C12.08.** The Congregation Council shall be responsible for the employment and supervision of the staff of this congregation. Nothing in this provision shall be deemed to affect the congregation's responsibility for the call, terms of call, or termination of call of any employees who are on a roster of this church.
- C12.09.** The Congregation Council shall submit a comprehensive report to this congregation at the annual meeting.
- C12.11.** The Congregation Council shall normally meet once a month. Special meetings may be called by the pastor or the president, and shall be called by the president at the request of at least one-half of its members. Notice of each special meeting shall be given to all who are entitled to be present.
- C12.12.** A quorum for the transaction of business shall consist of a majority of the members of the Congregation Council, including the [senior] pastor or interim pastor, except when the [senior] pastor or interim pastor requests or consents to be absent and has given prior approval to the agenda for a particular regular or special meeting, which shall be the only business considered at that meeting. Chronic or repeated absence of the [senior] pastor or interim pastor who has refused approval of the agenda of a subsequent regular or special meeting shall not preclude action by the Congregation Council, following consultation with the synodical bishop.
- C12.13.** The Congregation Council and its committees may hold meetings by remote communication, including electronically and by telephone conference and, to the extent permitted by state law, notice of all meetings may be provided electronically.

<https://www.elca.org/constitution> 2019 Model Constitution for Congregations

<https://download.elca.org> > ELCA Resource Repository > Model Constitution

<http://www.elca.org/Resources/Office-of-the-Secretary>

[Images for Model Constitution for Congregations 2019 - ELCA Chapter 12. CONGREGATION COUNCIL](#)

As I review constitutions for congregations of the Northwest Synod of Wisconsin, I see a variety of different structures. One of the keys is to employ a governance structure appropriate for congregation size.

Resources

A Discerner's Guide to Congregational Governance

If your congregation wants to explore governance alternatives, I suggest you begin by designating a small Governance Task Group who will study books and resources like those in the list accompanying this article. I particularly recommend Edward Long's *Patterns of Polity*, which may help you to identify the core values of your own denomination's style of governance. The group might wish to interview past leaders to learn what was satisfying or frustrating for them.

http://www.seduua.org/images/A_Discerner_s_Guide_to_Congregational_Governance.pdf

[Images for Guide to Congregational Governance](#)

CEO-crazy or Theocracy

7) **Size** of the congregation.

8) Congregational Expectations.

http://www.ministryhealth.net/mh_articles/246_ceo-crazy_or_theocracy.html

[Images for CEO-crazy or Theocracy 7\) Size of the congregation. 8\) Congregational Expectations](#)

[PDF]Church Size: Experience and Expectations - Episcopal Church

Way back in 1986, the Episcopal Church did a study on how church size effected the way that congregations reached new members. The research was written up by a man named Arlin Rothauge, in a booklet called *Sizing up a Congregation for New Member Ministry*. The purpose of the book was to recognize that different sized churches and their pastors recruited and assimilated new members differently. But the theory of different church sizes and how they functioned that Rothauge outlined was so insightful and so helpful that it was readily adapted to describe other aspects of a churches life and work.

Rothauge argued that there are four basic congregation sizes, each one demanding a specific set of behaviors from its clergy. The number of people attending each week and the attitude of the church as well as the amount of money that they have determined what size a church thinks it is, and it sets forth the expectations of what the members and the leadership want their pastor to do with their time each week:

<http://www.fpcallegan.org/wp-content/uploads/2013/01/Church-Size-and-Expectations.pdf>

[http://www.episcopalchurch.org/files/CDR_series1\(1\).pdf](http://www.episcopalchurch.org/files/CDR_series1(1).pdf)

<http://thoughtfulboldness.com/wp-content/uploads/2014/02/Church-Size-and-Expectations.pdf>

[Images for Church Size: Experience and Expectations - Episcopal Church](#)

<https://alban.org/archive/building-blocks-an-anthropological-approach-to-congregational-size/>

[Images for alban/building-blocks-an-anthropological-approach-to-congregational-size](#)

<https://www.amazon.com/Sizing-Congregation-New-Member-Ministry/dp/9996536033>

[Images for Sizing up a Congregation for New Member Ministry](#)

Congregations: They Come in All Sizes | The Lutheran

One glance around your community proves it: congregations come in all shapes and sizes.

The Lutheran landscape might look different from what many of us grew up with, but the word is still being proclaimed and the sacraments administered. An obvious change in that landscape is that for many, word and sacrament are being shared on a church "campus" and by a cadre of staff.

"Since the 1970s we've seen an increase in megachurches —very large churches," said Mark Chaves, professor of sociology,

religion and divinity at Duke University, Durham, N.C. "And that includes the ELCA. Most churches are small, but most church members are part of large congregations. ... People are increasingly concentrating in the very largest churches."

In the [ELCA](#) that trend peaked in 2002 and has since dropped, according to [ELCA Research and Evaluation](#).

http://www.thelutheran.org/article/article.cfm?article_id=7764

[Images for Congregations: They Come in All Sizes | The Lutheran](#)

<https://www.livinglutheran.org/contact-us/>

<https://www.livinglutheran.org/issues/>

Eight Quality Characteristics - Baptist Convention of Ontario and Quebec

4.Effective Structure

A church can have wonderful ministries, innovative outreach programs, godly staff people, and a heart for God, but without effective structures, it will still be prevented from reaching its full potential for ministry. People will not know how to get involved with those ministries or access those outreach programs. Time will be spent duplicating efforts or expending energy in diffuse directions. Leadership development will be haphazard and inconsistent.

<http://baptist.ca/churches/church-health/eight-quality-characteristics/>

[Images for Eight Congregation Quality Characteristics - Baptist Convention of Ontario and Quebec 4.Effective Structure](#)

[PDF]How Does Church Size Impact Decision-Making – Parish Paper

Before initiating change in any congregation, ask two questions: First, are we recommending change by addition or by subtraction (adding an element to our tradition or behavior, or killing an element of our tradition or behavior)? Change by addition usually requires a greater emphasis on reinforcing and perhaps even expanding the points of continuity (past tradition and behavior). Second, given the size and culture of this congregation, what is the appropriate conceptual framework for deciding how to make decisions in this congregation today? Are we a family, a clan, a tribe, a nation, or a cluster?

Paradoxically, the closer to the family end of the spectrum, the more time is required to make decisions that achieve increased quality and quantity of mission and ministry effectiveness.

http://vbmb-wpengine.netdna-ssl.com/wp-content/uploads/2013/08/Parish-Paper_2008-08.pdf

<http://www.winnebago-presbytery.org/wp-content/uploads/2008/08/pp-08-2008.pdf>

<http://www.hcucc.org/the-parish-paper> August 2008: How Does Church Size Impact Decision-making?

[Images for Church Size Impact Decision-Making – Parish Paper](#)

<https://www.theparishpaper.com/free-resources>

<http://www.wisconsinumc.org/connections/conference-news/the-parish-paper>

<http://www.wcucc.org/resource-center/church-management/parish-paper/>

<https://www.theparishpaper.com/back-issue-index> Back Issue Index | The Parish Paper

[PDF]How to Minister Effectively in Family, Pastoral, Program, and Corporate Sized Churches

The theory of congregational size that I find most workable is Arlin Rothauge's, described in his booklet *Sizing Up a Congregation for New Member Ministry*. It was originally written to help congregations recognize the different ways different-sized churches assimilate new members. When a theory is on target, however, it so accurately reflects reality that it can be applied to other dimensions of a church's life and work. Rothauge's theory elicits consistent "ache's" from clergy who are reflecting on their transition from one size parish to another. Whether churches are growing or downsizing, congregations hold on to deeply engrained assumptions about what constitutes a dynamic church and what effective clergy do. The inflexibility of these expectations is an important cause of clergy malfunctioning.

<https://static1.squarespace.com/static/54c7d7ede4b03a45e09cd270/t/5aa00b43652dea8c73c46299/1520438089615/HowToMinisterEffectivelyInFamilyPastoralProgramandCorporate-SizedChurches.pdf>

[Images for How to Minister Effectively in Family, Pastoral, Program, and Corporate Sized Churches – The Enrichment Journal](#)

[http://www.episcopalchurch.org/files/CDR_series1\(1\).pdf](http://www.episcopalchurch.org/files/CDR_series1(1).pdf)

<https://www.facebook.com/roy.oswald>

http://www.ecfvp.org/files/uploads/Overview_of_Church_Size_Theory_Notes_Pages_072012.pdf

<https://4b2hrderdaoklyfu2n1ah3eku-wpengine.netdna-ssl.com/wp-content/uploads/2016/09/Roy-M-Oswald-bio.pdf>

<https://www.amazon.com/Roy-M.-Oswald/e/B001K8KQ1Q>

http://www.goodreads.com/author/show/152452.Roy_M_Oswald

[Images for Roy M. Oswald](#)

[PDF]Leadership and Church Size Dynamics - Senior Pastor Central

A church's functional style, its strengths and weaknesses, and the roles of its lay and staff leaders will change dramatically as its size changes.

<http://seniorpastorcentral.com/wp-content/uploads/2016/11/Tim-Keller-Size-Dynamics.pdf>

[Images for Leadership and Church Size Dynamics](#)

<file:///C:/Users/Owner/Downloads/leadership-and-church-size-dynamics-how-strategy-changes-with-growth.pdf>

https://kingschurchlondon.org/downloads/Church_size.pdf

[PDF] 5H - Northwest Synod of Wisconsin - ELCA

***Size:** Mission=No attendance recorded as of 2014; Small=Attendance of 1 to 50; Pastoral=Attendance of 51 to 150; Program=Attendance of 151 to 350; Corporate=Attendance of 351 to 800; Mega=Attendance of 801 or more.

http://download.elca.org/ELCA%20Resource%20Repository/5H_Northwest_Synod_Wisconsin_data_kit.pdf

[Images for Northwest Synod of Wisconsin - ELCA on Pinterest](#)

Our Structure: Carrying Out the Vision | Augsburg Fortress

Leading effectively in a congregation involves identifying a vision for the future and then carrying out that vision. The congregation's structure can help you to carry out the vision, but one **size** doesn't fit all. This book shows a variety of ways to organize your congregation to put your vision into action. In addition, it explores how to organize for hospitality, select and recruit volunteers, delegate a task, set boundaries, plan your work, and build a team.

<http://store.augsburgfortress.org/store/product/6608/Our-Structure>

[Images for Our Structure: Carrying Out the Vision](#)

Overview of Church Size Theory - Episcopal Church

[Overview of Church Size Theory \(PDF\)](#)

[PowerPoint Presentation on Church Size Theory \(PPT\)](#)

[PDF of Presentation on Church Size Theory \(PDF\)](#)

[Bibliography of Resources on Church Size Theory \(PDF\)](#)

<http://www.ecfvp.org/tools/overview-of-church-size-theory/>

[Images for Church Size Theory](#)

<http://www.ecfvp.org/tools/70/overview-of-church-size-theory>

http://www.ecfvp.org/files/uploads/Overview_of_Church_Size_Theory1.pdf

http://www.episcopalfoundation.org/uploads/pages/files/Church_Size_Resources_-_101612.pdf

<https://slideplayer.com/slide/5978017/> Overview of Church Size Theory - ppt download - SlidePlayer

<https://thecrg.org/resources/overview-of-church-size-theory>

Parish Leadership: Questions to consider from the Alban Institute Documentation

Parishes tend to function according to **size**:

http://kotaraang.angelfire.com/Parish_Leadership.pdf

[Images for Parishes tend to function according to size](#)

[PDF] PASTORAL ROLES ACCORDING TO CHURCH SIZE

<https://www.mcccchurch.org/download/sizesummitresources/PASTORAL+ROLES+ACCORDING+TO+CHURCH+SIZE.pdf>

[Images for PASTORAL ROLES ACCORDING TO CHURCH SIZE](#)

Responsibilities and Position Descriptions – Synod Resource Center

Council members accomplish their functions through regular meetings and by establishing a committee structure that is appropriate to the **size** of the organization and the Congregation Council.

http://synodresourcecenter.org/admin/personnel/council_members/0002/position_descrip.html

[Images for appropriate to the size of the organization](#)

Size Transitions in Congregations (Harvesting the Learnings) by Beth Ann Gaede (Editor).

Congregations that seek growth are often frustrated at hitting a plateau-caught in a transition zone between sizes. The Alban Institute has long been recognized as a leader in size transition research and learning, and this anthology offers an in-depth collection of resources, through new articles developed for the book as well as previously published and highly regarded pieces that inform and provoke.



<http://www.amazon.com/Size-Transitions-Congregations-Harvesting-Learnings/dp/156699246X>

https://www.goodreads.com/en/book/show/1455244.Size_Transitions_in_Congregations_Harvesting_the_Learnings

<http://www.uua.org/sites/live-new.uua.org/files/documents/congservices/sizetransitions.pdf>

<https://rowman.com/ISBN/9781566996310/Size-Transitions-in-Congregations>

<http://www.elizabethpresbytery.org/Resource%20Center%20ON%20THE%20WEB/Alban%20Institute%20Resources%202012.pdf>

<http://atfe.org/wp-content/uploads/2008/03/How-to-Get-Published.pdf>

<https://www.linkedin.com/in/bethgaede/de>

https://www.goodreads.com/author/list/445996.Beth_Ann_Gaede

[Images for Beth Ann Gaede \(Editor\)](#)

[Images for Size Transitions in Congregations \(Harvesting the Learnings\) by Beth Ann Gaede \(Editor\)](#)

[Images for \(Harvesting the Learnings\)](#)

Sizing Up a Congregation for New Member Ministry by Arlin J. Rothauge.

Rothauge's book has become the standard by which church sizes are categorized. Though this book was written specifically about new member ministry, it contains enough information to be useful in understanding how churches of different sizes

operate. The information on new member ministry is very helpful, since it talks about the strengths each church size has to offer in attracting and keeping new members.

<http://www.amazon.com/Sizing-Congregation-New-Member-Ministry/dp/9996536033>

[https://www.episcopalchurch.org/files/CDR_series1\(1\).pdf](https://www.episcopalchurch.org/files/CDR_series1(1).pdf)

[http://archive.episcopalchurch.org/documents/CDR_series1\(1\).pdf](http://archive.episcopalchurch.org/documents/CDR_series1(1).pdf)

<https://alban.org/archive/building-blocks-an-anthropological-approach-to-congregational-size/>

<http://www.congregationalresources.org/sizing-congregation-new-member-ministry>

<http://www.bmrc-online.org/ResourceView/2/1231>

https://books.google.com/books/about/A_Church_is_Born.html?id=0sBuMwAACAAJ

<https://books.google.com/books?isbn=1566996317>

Page 30

Images for Arlin J. Rothauge

<http://static1.1.sqspcdn.com/static/f/630204/8097534/1281629017780/Size+Categories+Dynamics+and+Issues+as+of+3-1-06>

The In-Between Church: Navigating Size Transitions in Congregations [Alice Mann]

Alban Senior Consultant Mann draws on her lengthy experience in helping congregations deal with the hurdles and anxieties of expansion or contraction in size. Often, congregations experiencing size change do not recognize the need to change culture and form as part of the successful adaptation process. Mann details the adjustments in attitude-as well as practice-that are necessary to support successful size change.

<http://www.amazon.com/The-In-Between-Church-Transitions-Congregations/dp/1566992079>

http://www.goodreads.com/book/show/256002.The_In_Between_Church

<https://rowman.com/ISBN/9781566992077/The-In-Between-Church-Navigating-Size-Transitions-in-Congregations>

<https://www.christianbook.com/between-church-navigating-size-transitions-congregations/alice-mann/9781566992077/pd/992077>

<https://www.barnesandnoble.com/w/the-in-between-church-alice-mann/1111330997>

<https://www.cokesbury.com/9781566992077-The-In-Between-Church>

http://books.google.com/books/about/The_In_Between_Church.html?id=FdHDFsPQyDUC

<https://books.google.com/books?isbn=1566992079>

<https://imnedu.org/imn-library/the-in-between-church-navigating-size-transitions-in-congregations/>

<http://www.lifeandleadership.com/book-summaries/mann-the-in-between-church.html>

<http://www.uua.org/growth/ga/44009.shtml>

<https://www.uua.org/leadership/library/navigating-size-transitions-midsize-congregation>

Images for [PPT] In-Between Church

<https://www.slideserve.com/ross-justice/the-in-between-church-navigating-size-transformation-in-congregations>

<http://www.congregationalconsulting.org/alice-mann/>

<https://www.amazon.com/Alice-Mann/e/B001K8KGK0>

https://www.goodreads.com/author/show/149624.Alice_Mann

Images for Alice Mann, author size transition

Images for The In-Between Church: Navigating Size Transitions in Congregations [Alice Mann]

The Size and Shape of Governance by Rev. Stefan Jonasson - UUA Director for Large Congregations

Nowhere is the one-size-fits-all approach to church life more likely to cause difficulty than when it is applied to congregational governance. Most churches organize their affairs according to the established polity of the denomination of which they are members. The basic problem with this approach is that the overwhelming majority of churches are small ones, so the models of church organization recommended (or required) by most denominations tend to be biased toward the needs of smaller churches (150 members or fewer). As a result, large churches (550 members or more) often find it necessary to operate counter to the norms of their own denominational polity. While the large church's organizational structure ought to embody the principles of its denomination's polity, it is not always practical or possible to incorporate all of the practices customarily associated with that polity. Every church needs an organizational structure that is commensurate with the size of its membership and scope of its activities.



<http://www.uua.org/documents/jonassonstefan/sizeshapegovernance.pdf>

Images for The Size and Shape of Governance by Rev. Stefan Jonasson - UUA Director for Large Congregations

<http://www.uua.org/directory/people/stefan-jonasson>

<https://www.uua.org/offices/people/stefan-jonasson>

<http://www.uua.org/sites/live-new.uua.org/files/documents/jonassonstefan/leaderdevelopment.pdf>

<http://www.uucolumbia.dreamhosters.com/uucc-governance-and-structure-ad-hoc-committee-final-report-to-the-board-2017/>

Transitioning Structures for Congregational Size - Malyon Leadership

To maximize its effectiveness, a church needs to change the way it operates as the size of the congregation changes. This article suggests structural changes that need to occur as a church increases or decreases in congregational size.

<http://malyonleadership.org/305/>
[Images for Transitioning Structures for Congregational Size](#)

What Size is Our Congregation? - Dan Hotchkiss

It's harder to size up a congregation than it used to be. It's still worth trying, though, because no one fact says more about a group of human beings than its size. A group of 20 people behaves differently from a group of 200, or 400, or 800. The question is: which number tells what size a congregation is?

<http://www.congregationalconsulting.org/what-size-is-our-congregation/>
<https://alban.org/archive/searching-for-the-key-developing-a-theory-of-synagogue-size/>
<http://danhotchkiss.com/>
<http://danhotchkiss.com/what-size-is-our-congregation/>
<http://www.uua.org/directory/people/dan-hotchkiss>
<http://www.uua.org/leadership/governance>
<https://alban.org/2014/11/12/dan-hotchkiss-consulting-in-the-alban-tradition/>
<http://danhotchkiss.com/publications/>
<https://www.amazon.com/Governance-Ministry-Rethinking-Board-Leadership/dp/1566993709>
[Images for What Size is Our Congregation? – Dan Hotchkiss](#)

What Type of Church Is Yours? - paulbeasleymurray.com

In the light of this analysis, what type of a church are you? My own church has over 350 members, and - on a good Sunday - we may have as many as 400 people in worship. If the truth be told, we are probably still a program church blessed with a growing staff team, which may well become a corporate-size church, but still has yet to arrive.

<http://paulbeasleymurray.com/articles/342/>
[Images for Type of Church](#)

23) Do nothing or do something?

A member of the nominating committee approached a member of the congregation after the service of worship and asked if he would like to serve on the Congregation Council. Two members of the council were standing nearby and overheard the overture. One said, "You won't have to do anything. Just show up. Even then, I forget to show up sometimes."

[PDF]Serving on your Congregation Council - ELCA Resource Repository

Election to a Congregation Council carries with it the respect and trust of the constituency of your congregation. The value of your willingness to make a contribution to the life of your congregation is significant and appreciated. Your contribution involves your time, expertise, enthusiasm and energy. Saying yes to this responsibility brings some basic duties. In addition to Chapter 12 of the Model Constitution for Congregations of the ELCA, your congregation's bylaws could include the following responsibilities:

http://download.elca.org/ELCA%20Resource%20Repository/Council_Officers_Job_Descriptions.pdf
[Images for Serving on your Congregation Council](#)
<http://fbsynod.com/wp-content/uploads/2017/07/ADMINISTRATIVE-HANDBOOK-FOR-CONGREGATION-COUNCILS-7.17.2017.docx.pdf>
<http://www.adventbrevard.org/uploads/7/3/9/8/73988413/administrative-handbook-for-congregation-councils-06-16-16.pdf>
<https://www.christtheservant.net/churchcouncil.html>
<https://www.firstlutheranxenia.com/about/church-leadership.html>
<https://www.flcstoughton.com/church-council/>

24) Meetings by remote communication

The ELCA Model Constitution Congregation allows for the Congregation Council and its committees to hold meetings by remote communication. This amendment in 2016 turned out to be proactive considering the COVID-19 stay-at-home orders in 2020.

[DOC]Model Constitution for Congregations 2019 - ELCA Resource Repository

Chapter 12.

CONGREGATION COUNCIL

C12.13. The Congregation Council and its committees may hold **meetings by remote communication**, including electronically and by telephone conference and, to the extent permitted by state law, notice of all meetings may be provided electronically.

<https://www.elca.org/constitution> 2019 Model Constitution for Congregations
<https://download.elca.org › ELCA Resource Repository › Model Constitution>
<http://www.elca.org/Resources/Office-of-the-Secretary>

[Images for Images for Model Constitution for Congregations 2019 - ELCA Chapter 12. CONGREGATION COUNCIL meetings by remote communication](#)

Resources

How to Master the Art of Remote Team Communications - Trello Blog

Nov 21, 2016 - Seamless remote team communication doesn't just happen by chance.

<https://blog.trello.com/master-remote-team-communications>
[Images for How to Master the Art of Remote Team Communications - Trello Blog](#)

Productive Remote Meetings - YouTube

<https://www.youtube.com/watch?v=Rg206EUpdOA>

Images for Productive Remote Meetings - YouTube

<https://www.youtube.com/watch?v=D-wkPuJvRK0>

The Fastest and Easiest Way to Set Up a Remote Meeting - YouTube

<https://www.youtube.com/watch?v=RzVAClzykSg&vl=en> Remote Team Meetings - YouTube

Remote Meetings 101: Everything You Need to Know - Owl Labs

Remote workers attend more meetings each week than on-site workers. The 2019 [State of Remote Work](#) report found 14% of remote workers are dedicating time to more than 10 meetings per week (vs. only 3% of on-site workers). Even though they take up some of the workday, meetings are important and are a great space to collaborate, learn about other departments, and update your company about sales, marketing, engineering, and growth. Meetings are also a great way to build relationships and facilitate team bonding.

<https://www.owlabs.com/blog/remote-meetings>

Images for Remote Meetings 101: Everything You Need to Know - Owl Labs

<https://miro.com/blog/engaging-remote-meetings/>

Images for engaging-remote-meetings

<https://slackhq.com/ultimate-guide-remote-meetings>

<https://www.15five.com/blog/guide-to-remote-team-meetings/>

Images for guide-to-remote-team-meetings

<https://businesscollective.com/7-tips-for-improving-your-remote-meetings/index.html>

Images for improving-your-remote-meetings

<https://blog.hubspot.com/marketing/remote-meetings-tips>

<https://www.infoq.com/articles/mastering-remote-meetings/>

<https://www.teem.com/blog/how-to-have-successful-meetings-with-remote-workers/>

The stay-at-home orders during the COVID-19 pandemic necessitated finding other ways to carry on meetings.

COVID-19: Ultimate Guide to Free Video Conferencing

Here's how you can stay connected during the current coronavirus pandemic

<https://www.uctoday.com/collaboration/video-conferencing/covid-19-ultimate-guide-to-free-video-conferencing-collaboration/>

Images for Ultimate Guide to Free Video Conferencing

25) Activating committees

Sometimes, I come into congregations to find that committees have been disbanded and responsibilities assumed by staff. On various occasions, attending to governance has meant activating committees and inviting members to assume those responsibilities.

Resources

Fine-Tuning the Organizational and Communication Engine – The Parish Paper

Study/Discussion/Planning Session #2

III. **Committees** – Page 14

[PDF]Ch. Effectiveness Nuggets--Volume 23—Fine-Tuning the Organizational and Communication Engine - The Parish Paper

<http://www.theparishpaper.com/files/resources/Church%20Effectiveness%20Nuggets-%20Volume%2023.pdf>

<https://www.theparishpaper.com/free-resources> Church Effective Nugget, Volume 23: Fine-Tuning the Organizational and Communication Engine

Images for Fine-Tuning the Organizational and Communication Engine – The Parish Paper - Committees

<http://www.wisconsinumc.org/connections/conference-news/the-parish-paper>

<http://www.hcucc.org/the-parish-paper>

<https://www.theparishpaper.com/back-issue-index> Back Issue Index | The Parish Paper

Growing Together: Spiritual Exercises for Church Committees [Rochelle Melander, Harold Eppley]

The challenges that face a church committee are rarely simple. Discernment, communication, and trust are necessary in order for a committee to accomplish its work. Too often, a committee's tasks overshadow any real possibility of members becoming closer and recognizing the presence of God in their gatherings. *Growing Together* offers church committees a means to grow spiritually as individuals and together as a group. Each of fifty exercises includes an opening prayer, a personal sharing exercise, a Bible reading and discussion questions, and a closing prayer.

Growing Together provides congregational leaders with opportunities for spiritual growth. Each of the fifty exercises includes an opening prayer, a personal sharing exercise, a Bible reading, discussion questions, and a closing prayer. Use this book in your council and committee meetings to build community and foster a spirit of cooperation, harmony, and mutual support.

<http://www.amazon.com/Growing-Together-Spiritual-Exercises-Committees/dp/0806637161>

<http://store.augsburgfortress.org/store/product/6739/Growing-Together-Revised-Edition-Spiritual-Exercises-for-Church-Committees>

<https://www.augsburgfortress.org/store/category/286442/Leadership>

<https://www.amazon.com/Rochelle-Melander/e/B0034NLYBY>

http://www.goodreads.com/author/show/261654.Rochelle_Melander

Images for Rochelle Melander

<https://www.linkedin.com/in/rochellemelander>
<https://twitter.com/writenowcoach?lang=en>
<https://www.amazon.com/Harold-Eppley/e/B007CPQLE0>
http://www.goodreads.com/author/show/448092.Harold_Eppley
[Images for Harold Eppley](#)
[Images for Growing Together: Spiritual Exercises for Church Committees \[Rochelle Melander, Harold Eppley\]](#)
<https://www.augsburgfortress.org/store/category/286319/Congregational-LEADER-Series>
<https://www.augsburgfortress.org/store/category/286442/Leadership>
<https://www.goodreads.com/series/148656-congregational-leader-series>
<https://www.thriftbooks.com/series/congregational-leader-series/82455/>
[Images for congregational leader series](#)

Turning Committees into Communities: A Surprisingly Effective Means for Preventing Worker Burnout, While Boosting Morale at the Same Time (LifeChange) by Roberta Hestenes (Author)

There are two groups of people in your church. Those who do most of the work (they run the programs, organize the activities, staff the committees), and those who thrive on the relational activities (small groups, social get-togethers, etc.). So, if your church is looking for a fresh, more effective way to accomplish its goals, let Roberta Hestenes show you how in *Turning Committees into Communities*. It's the best way to demonstrate the ministry of the church while also carrying out the ministry of the church.

<http://www.amazon.com/Turning-Committees-into-Communities-Surprisingly/dp/0891093028>
<http://www.buildingchurchleaders.com/downloads/practicalministrieskills/positivechurchculture/>
<https://cct.biola.edu/people/roberta-hestenes/>
<https://fullerstudio.fuller.edu/contributor/roberta-hestenes/>
<https://sojo.net/biography/roberta-hestenes>
<https://sbmissionconference.org/past-conferences/2012-conference/2012-speakers/roberta-hestenes/>
<https://www.amazon.com/Roberta-Hestenes/e/B001ITXLO4>
http://www.goodreads.com/author/show/893325.Roberta_Hestenes
[Images for Roberta Hestenes \(Author\)](#)
[Images for Turning Committees into Communities](#)
[Images for \(LifeChange\)](#)

26) When the question is being asked whether to continue a ministry

Sometimes, I come into congregations to find that certain ministries once flourishing are no longer doing so. The question is being asked whether to continue that ministry.

Resources

Core Competencies for Being Your Congregation's Chief (Part Four): The Art of Wise Pruning

Learning how to **prune or stop a ministry** is a core competency of leadership and is essential if we ask the great question: "Why are we doing this?" and we get no sensible answer that relates to the core purpose and values of the organization.

<http://www.clergyleadership.com/news/ai-way-leader4.cfm>
[Images for Core Competencies for Being Your Congregation's Chief \(Part Four\): The Art of Wise Pruning](#)
[Images for Learning how to prune or stop a ministry is a core competency of leadership](#)
<https://www.ministrymatters.com/all/entry/2612/9-pruning-for-growth>
<https://influencemagazine.com/practice/embrace-the-pain-of-pruning>
<http://www.flockology.com/2010/04/stop-the-excuses-prune-your-church-to-grow.html>
<http://fbcraleigh.org/wp-content/uploads/2013/08/Every-Church-Needs-a-Little-Pruning-and-a-Lot-of-Abiding.pdf>
<https://www.charismamag.com/spirit/spiritual-growth/27773-2-ways-god-prunes-you-to-produce-better-fruit>

Rethinking Interim Ministry by Anthony B. Robinson » Alban at Duke Divinity School

Fifth, interim ministers can and should, when necessary and with suitable deliberation, make some tough calls. It's difficult for a new pastor to get rid of a longtime youth worker or administrative assistant who may have been around forever, but who has "retired in place," or never was effective in the first place. An interim can help his or her successor, the new pastor, by making such transitions in staffing or similar tough calls with respect to **moribund programs** or building issues.

Alban at Duke Divinity School » Rethinking Interim Ministry

<https://alban.org/archive/rethinking-interim-ministry/>
[Images for moribund programs](#)
<http://www.anthonybrobenson.com/>
<https://www.faithandleadership.com/anthony-b-robinson>
<https://www.christiancentury.org/contributor/anthony-b-robinson>
<https://www.amazon.com/Anthony-B.-Robinson/e/B001JRTNII>

Staff & Laity: Organizing for Mission

Create New Ministry Opportunities

Always keep a "new" ministry initiative in front of the congregation.
Remember that new opportunities tend to involve new people.

Allow ministries on “life support” to “die.”

<http://www.feautor.org/uploads/contributions/11956953849/organizing.pdf>
[Images for Create New Ministry Opportunities](#)

27) Mentoring relationships

David W. Anderson, Co-Founder and Co-Director, Milestones Ministry, LLC, presented a workshop on Luther as Shepherd of Souls at the 2016 Mid-Winter Convocation Translating the Reformation: Martin Luther as Pastoral Theologian at Luther Seminary in St. Paul, MN. He urged pastors to guide congregation leadership through mentoring relationships.

Shepherd of Souls: Faith Formed through Mentoring Relationships by Rev. Dr. David W. Anderson

There needs to exist a mentoring process-even a mentoring culture-in the life of the congregation that reaches out to care for all people connected with the ministry of the congregation. **Council and board members, committee and task force members**, catechists, Sunday school teachers, students, parents, grandparents, and others should see how their lives are in some way offering soul care to others.

Shepherd of Souls | Milestones Ministry

<https://milestonesministry.org/books/shepherd-of-souls/>
[Images for Shepherd of Souls | Milestones Ministry](#)

Page 32

28) Ministry teams

Today, many people desire to serve on ministry teams that are more action oriented rather than boards and committees that are more oversight oriented. Providing people with opportunities in these ministries gets them involved.

Resources

Beating Burnout by Building Teams | Lynne Baab

Forming Teams

Based on my interviews and my observations in my own congregation, I want to make a few suggestions for forming and nurturing teams.

<http://www.lynebaab.com/articles/beating-burnout-by-building-teams->

<http://www.lynebaab.com/books/beating-burnout-in-congregations>

<http://www.amazon.com/Beating-Burnout-Congregations-Lynne-Baab/dp/1566992745>

<https://books.google.com/books?isbn=1566994705>

<https://alban.org/archive/five-myths-about-keeping-the-sabbath/>

https://twitter.com/lynnebaab?ref_src=twsrc%5Egoogle%7Ctwcamp%5Eserp%7Ctwgr%5Eauthor

http://www.ucc.org/webtips_about-lynne-m-baab

<https://www.amazon.com/Lynne-M.-Baab/e/B001JRZG48>

https://www.goodreads.com/author/show/297402.Lynne_M_Baab

[Images for Lynne Baab](#)

[Images for Beating Burnout by Building Teams | Lynne Baab](#)

Church Administration: Programs, Process, Purpose [Robert Bacher, Michael Cooper-White]

Chapter 9. **Ministry Teams: Teeming with Talent**

<http://www.augsburgfortress.org/education/academic/churchadministration/thebook.jsp>

<http://store.fortresspress.com/store/product/2687/Church-Administration>

For discussion questions on this book go to www.augsburgfortress.org/education/academic/churchadministration/

<http://www.amazon.com/Church-Administration-Programs-Process-Purpose/dp/0800637429>

[Images for Church Administration: Programs, Process, Purpose \[Robert Bacher, Michael Cooper-White\]](#)

[PDF]Creating an Evangelism Team

Creating an Evangelism Team at your congregation can be a wonderful opportunity. It can be a joy to encourage people to become stronger, vibrant witnesses to the love of God made known in Jesus Christ.

But what does an Evangelism Team do?

Evangelism Team Job description:

- + Become an ambassador of Christ, Sunday through Saturday
- + Share the good news of Jesus Christ during one-to-one conversations in daily life
- + Invite family, friends and acquaintances to learn more about God's love
- + Invite people to join your congregation for worship, study, fellowship, and service
- + Witness to Jesus by living a compassionate, gracious and loving life
- + Welcome guests who come to church activities
- + Encourage each other to grow in faith

http://download.elca.org/ELCA%20Resource%20Repository/Creating_an_Evangelism_Team.pdf

[Images for Creating an Evangelism Team](#)

Fine Tuning the Organizational and Communication Engine – The Parish Paper

Study/Discussion/Planning Session #2

IV. Ministry **Teams**

Page 20

[PDF] Ch. Effectiveness Nuggets--Volume 23—Fine-Tuning the Organizational Engine - The Parish Paper
<http://www.theparishpaper.com/files/resources/Church%20Effectiveness%20Nuggets-%20Volume%2023.pdf>
<https://www.theparishpaper.com/sites/default/files/resources/Church%20Effectiveness%20Nuggets-%20Volume%2023.pdf>
<https://www.theparishpaper.com/free-resources> Church Effective Nugget, Volume 23: Fine-Tuning the Organizational and Communication Engine
[Images for Fine Tuning the Organizational and Communication Engine – The Parish Paper - IV. Ministry Teams](#)

How Ministry Teams Get Things Done - The Parish Paper

... ministry-focused teams seek out individuals with the skills and talents needed to make the team work effectively. As a result, team members relate to each other and look for ways to best use their gifts to make a difference. In this way, the enthusiasm generated for ministry glues the team together.

[PDF]The Parish Paper: How Ministry Teams Get Things Done (January 2016)
<https://www.wisconsinumc.org/Resources/Documents/ParishPaper/ParishPaper-Jan16.pdf>
<https://bgav.org/the-parish-paper/2016-01-parish-paper/>
<https://pbygenval.org/publication/how-ministry-teams-get-things-done/>
<http://gvalley.myworshiptimes22.com/wp-content/uploads/sites/25/2016/02/January-2016-How-Ministry-Teams-Get-Things-Done.pdf>
<http://www.hcucc.org/the-parish-paper> January 2016: How Ministry Teams Get Things Done
[Images for How Ministry Teams Get Things Done - The Parish Paper](#)

Leading the Team-Based Church: How Pastors and Church Staffs Can Grow Together into a Powerful Fellowship of Leaders (A Leadership Network Publication) George Cladis (Author)

In *Leading the Team-Based Church*, George Cladis issues a clarion call for ministry teams to embrace a fresh leadership model that is not based on hierarchy, but on a process of collaboration that mirrors the relationship of Father, Son, and Holy Spirit. He reminds us that today's cultural environment--where authority has basis in trust, innovation reaps rewards, and spirituality takes root in life and work--has matured past the need for the hierarchy of traditional church leadership where the pastor had the final say. Through down-to-earth stories from his own experience and those of clergy in both mainline and evangelical churches, Cladis offers an exciting alternative to the traditional forms of church leadership, enabling pastors, congregational leaders, and staff to breathe new life into their ministries and unleash the full potential of the entire ministry team. Cladis, pastor of a fast-growing mainline congregation, demonstrates how cultural changes affecting all our institutions - not just the church - are making it easier to adopt this new model of leadership. Cladis's practical advice will enable ministry teams to work together in ways that both embody the Christian message and call forth the full creativity and love of the entire team.

<http://www.amazon.com/Leading-Team-Based-Church-Fellowship-Publication/dp/0787941190>
http://www.goodreads.com/book/show/864093.Leading_the_Team_Based_Church
<https://www.barnesandnoble.com/w/leading-the-team-based-church-george-cladis/1112622278>
<https://www.wiley.com/en-us/Leading+the+Team+Based+Church%3A+How+Pastors+and+Church+Staffs+Can+Grow+Together+into+a+Powerful+Fellowship+of+Leaders+A+Leadership+Network+Publication-p-9780787941192>
<http://www.wiley.com/WileyCDA/Section/id-819994.html>
<http://www.wiley.com/WileyCDA/Section/id-819994.html?sort=DATE&sortDirection=DESC&page=3>
<https://www.hubworthy.com/leadership-network/leadership-network-recommends>
https://www.lifelongfaith.com/uploads/5/1/6/4/5164069/leadership_2.0.pdf
<https://www.pinterest.com/pin/312859505357081635/> **HARDCOVER - Leading the Team-Based Church**
<https://www.slideshare.net/nenebop/free-pdf-leading-the-teambased-church-how-pastors-and-church-staffs-can-grow-together-into-a-powerful-fellowship-of-leaders-a-leadership-network-publication-books-online>
<http://www.lifeandleadership.com/book-summaries/cladis-leading-the-team-based-church.html>
<http://www.hartsem.edu/faculty/george-cladis/>
https://www.goodreads.com/author/show/446271.George_Cladis

[Images for George Cladis \(Author\)](#)
[Images for Leading the Team-Based Church: How Pastors and Church Staffs Can Grow Together into a Powerful Fellowship of Leaders \(A Leadership Network Publication\) George Cladis \(Author\)](#)
[Images for \(A Leadership Network Publication\)](#)

Ministry teams: Are they just a fad ... or fundamental? | The Lutheran

"For the gifts and the calling of God are irrevocable" (Romans 11:29).

Look for congregational committees at Resurrection Lutheran Church, Indianapolis, and you'll be disappointed. Instead you'll discover 45 ministry teams with six more being formed. "We are on a three- to five-year journey," said Mitch Phillips, one of the pastors, "trying to overcome the typical Lutheran 'pew potato' tendency by inviting and encouraging people to use the many gifts for ministry God has given them."

How does it work?

First, both pastors, Phillips and Dave Schreiber, gathered ideas from other churches and clergy about how to become a congregation more centered on discipleship than membership.

Second, vision, mission and value statements were developed to set a direction widely supported by the congregation. These statements can be found at Resurrection's Web site. The question of whether direction is set by leaders or the people isn't

relevant when all the folks are involved through a congregational survey, cottage meetings, the “word-smithing” and vision of Schreiber, and discussion and adoption at two congregational meetings.

http://www.thelutheran.org/article/article.cfm?article_id=7306

[Images for Ministry teams: Are they just a fad ... or fundamental? | The Lutheran](#)

<https://www.livinglutheran.org/issues/>

<https://www.livinglutheran.org/contact-us/>

Mobilizing Congregations: How Teams Can Motivate Members and Get Things Done [John W. Wimberly Jr.]

This book provides both the theory and practice of making the successful transition from committee- to team-oriented congregations. Drawing on research from the profit, non-profit, and government sectors, Wimberly helps the reader understand why teams can be more effective than committees, and describes the concrete steps needed to establish an effective team.

<https://www.amazon.com/Mobilizing-Congregations-Motivate-Members-Things/dp/1566997364>

<https://www.goodreads.com/book/show/25103368-mobilizing-congregations>

<https://www.abebooks.com/book-search/title/mobilizing-congregations-teams-motivate-members/author/wimberly-john/>

<https://books.google.com/books?isbn=1566997372>

https://books.google.com/books/about/Mobilizing_Congregations.html?id=yX4xBwAAQBAJ

<https://kocucc.org/wp-content/uploads/2016/01/P-P-1-2016-How-Ministry-Teams-Get-Things-Done.pdf>

<http://www.macucc.org/blogdetail/3759299> How Ministry Teams Get Things Done – Parish Paper - January 2016—Volume 24, Number 1

<http://projectcreatedc.org/about/history/>

<https://www.inc.com/john-rampton/20-tips-inspire-your-team-to-exceed-goals-each-month.html>

<http://www.congregationalconsulting.org/teams-not-easy-just-necessary/>

<https://www.amazon.com/John-W.-Wimberly-Jr./e/B003TLXJUU>

https://www.goodreads.com/author/show/4117551.John_W_Wimberly_Jr

[Images for John W. Wimberly Jr.](#)

[Images for Mobilizing Congregations: How Teams Can Motivate Members and Get Things Done \[John W. Wimberly Jr.\]](#)

The Power of Team Leadership: Achieving Success Through Shared Responsibility (Barna Reports) [George Barna]

Most leadership in today's churches comes from “solo practitioners” - individuals who bear the burden of providing all the direction the ministry they direct requires. Inevitably, this results not only in burned-out leaders, but underutilized lay people who merely attend and observe rather than becoming actively engaged in ministry, growing in discipleship, and freeing professional staff to focus on pastoral priorities.

In *The Power of Team Leadership*, noted researcher George Barna demonstrates the incredible difference lay-team leadership can make in a church's ministry. Based on Barna's latest national studies, the book sets forth clearly what churches need to know in order to recruit, train, and deploy lay leadership teams for maximum effectiveness in the Kingdom of God.

<http://www.amazon.com/The-Power-Team-Leadership-Responsibility/dp/1578564247>

http://www.goodreads.com/book/show/1033857.The_Power_of_Team_Leadership

http://books.google.com/books/about/The_Power_of_Team_Leadership.html?id=vvN1PNRqgn8C

<http://likeateam.com/discovering-team-based-leadership-for-your-congregation/>

http://enrichmentjournal.ag.org/200604/200604_070_TeamLdrshp.cfm

<https://www.barna.com/about/george-barna/>

<https://speakerpedia.com/speakers/george-barna>

https://en.wikipedia.org/wiki/George_Barna

<https://www.barna.com/product-type/reports/>

<https://www.amazon.com/George-Barna/e/B000APJB4G>

http://www.goodreads.com/author/show/32052.George_Barna

[Images for George Barna](#)

[Images for The Power of Team Leadership: Achieving Success Through Shared Responsibility \(Barna Reports\) \[George Barna\]](#)

The Power of Teams: A Lesson in Leadership from a Siberian Husky - Forbes

In summary, we all know the difference between a great team and a bad team. The challenge I would like to leave with each of you as we enter 2013 is to create a great team environment. If you can accomplish this goal, the reward is not only high productivity, but also employees who love to come to work, and who are bursting with excitement and energy to accomplish their job.

<http://www.forbes.com/sites/jackzenger/2012/12/26/the-power-of-teams-a-lesson-in-leadership-from-a-siberian-huskie/>

[Images for The Power of Teams: A Lesson in Leadership from a Siberian Husky - Forbes](#)

<https://www.forbes.com/sites/forbescoachescouncil/2016/10/31/10-unique-ways-to-motivate-your-team/#502f2711165a>

<https://www.forbes.com/sites/forbescoachescouncil/2017/02/08/leadership-and-teamwork-the-secret-sauce-to-business-success/#5016d8b36f1e>

<https://www.forbes.com/sites/forbescoachescouncil/2018/01/30/14-leadership-trends-that-will-shape-organizations-in-2018/#1d01c2fc5307> 1. Encouraging All Team Members To Be Brand Ambassadors

<https://www.forbes.com/sites/forbescoachescouncil/2017/09/18/effective-leadership-means-more-than-just-being-the-boss/#2202e4f1600d>

[Images for Teamwork - Forbes](#)

What Does the Bible Say About Team? - OpenBible.info

<https://www.openbible.info/topics/team>

<https://www.openbible.info/topics/teamwork>

Images for Bible Say About Team

<https://www.biblecharts.org/sermons/workingasateam.pdf>

<https://europartners.org/teams-and-small-groups?catid=0&id=132>

<https://bible.org/seriespage/mark-15-team-player>

<https://www.gotquestions.org/Bible-teamwork.html>

<http://teamworkdefinition.com/quotesfromthebible/>

<https://biblereasons.com/teamwork/>

<https://greatresultsteambuilding.net/five-great-teamwork-verses-bible/>

<https://www.crosswalk.com/church/pastors-or-leadership/first-person-teamwork-1243261.html>

<https://www.kingjamesbibleonline.org/Bible-Verses-About-Teamwork/>

<https://www.jellytelly.com/blog/3-bible-stories-to-teach-your-kids-about-teamwork>

Images for bible stories to teach your kids about teamwork

<http://biblestudyfoundation.org/20-good-bible-verses-about-teamwork>

<https://bible.knowing-jesus.com/topics/Teamwork>

<http://likeateam.com/bible-verses-for-teamwork/>

<http://lifeonmarshill.com/nehemiah-31-32-the-value-of-unity-teamwork-and-encouragement/>

<https://connectusfund.org/25-best-bible-verses-on-teamwork>

<https://www.bibletools.org/index.cfm/fuseaction/Topical.show/RTD/cgg/ID/15504/Teamwork-Discipleship.htm>

<https://www.youtube.com/watch?v=Q2MJY81xDFs> Bible Verses for Teamwork - YouTube

<https://www.amazon.com/Bible-Thoughts-Teamwork-better-Ecclesiastes/dp/1623875439>

<https://www.quora.com/What-are-some-good-Bible-verses-about-teamwork>

<https://renner.org/the-power-of-teamwork/>

<https://www.douglasjacoby.com/teamwork-steve-kinnard/>

<https://www.backtothebible.org/devotions/teamwork>

<https://www.christianitytoday.com/pastors/2016/september-web-exclusives/odd-teamwork-of-jesus.html>

Images for bible and teamwork

What is a Commission? What Is a Ministry Team?

Why Team Ministry?

- Sharing ministry. In many churches, 80% of the work is done by 20% of the people. Team ministry seeks to share the ministry load by sharing responsibility and authority. Most members are not honored or inspired by committee involvement. This is especially true of younger adults.
- Results oriented. Jesus called us to minister – to love and make disciples. Ministry teams exist for - and measure their success by - the ministry that is done.
- Gift-based ministry. Ministry teams are formed with people who have spiritual gifts and skills for the ministry to be performed.
- Church growth. Just as a church can hit a growth cap because of limited seating space or parking, a church can hit a growth cap because of its leadership structure. A growing church requires a different leadership structure than a stable church of 150.
- Active, effective ministries attract healthy people who are eager to make a difference.

Why Team Ministry? - First Presbyterian Church of Petaluma

http://www.petalumafirst.com/resources/Ministry_Teams.pdf

Images for Why Team Ministry? - First Presbyterian Church

29) Disproportionate amount of power

Many congregations have moved towards the team ministry approach because it has become more difficult to recruit members through the Nominating Committee process. A delicate issue comes up, though, when certain members volunteer to serve where they are not best suited, and when certain members serve on numerous groups where they gain a disproportionate amount of power. In one congregation, members of a Property and Management Team eventually arrived at the conclusion that one member was more of a hindrance than a help and gradually sidelined the member.

Resources

[PDF] Interim Ministry Handbook - Northern Texas–Northern Louisiana Mission Area

Facilitating Shifts in Power and Leadership

Page 18

<https://www.ntnl.org/wp-content/uploads/2014/01/Interim-Ministry-Handbook-Interim-Pastor.pdf>

Images for Facilitating Shifts in Power and Leadership

Seven Ways Being Nice Hurts Your Church - ThomRainer.com

6. We let volunteers continue in positions where they should not.

<http://thomrainer.com/2017/11/seven-ways-nice-hurts-church/>

Images for Seven Ways Being Nice Hurts Your Church - ThomRainer.com 6. We let volunteers continue in positions where they should not.

The Tasks of a Church During the Interim Period - Transition Ministries

When shifts of power occur, there may be a variety of conflicts. In fact, some conflicts are actually attempts to balance power or to change the balance of power. In addition to conflicts, shifts in power may show up as attempts by individuals to gain specific leadership roles. Consequently, the congregation needs to deal with the overall issues of leadership.

http://www.interimministries-abc.org/Local/five_tasks.aspx

[Images for The Tasks of a Church During the Interim Period - Transition Ministries When shifts of power occur](#)

In my review of constitutions for the synod, I came across an instance of how one congregation sought to address this matter.

The Congregation Council shall appoint such committees, mission teams, and task forces as may be necessary or advisable to facilitate the discharge of its responsibilities. The Congregational Council shall guide and provide general oversight for, adopt job descriptions for, and annually review the activities of the committees, mission teams, and task forces. The Congregation Council may appoint representatives from its membership to the committees, mission teams, and task forces of the church as needed or as requested.

The Congregation Council shall appoint representatives from the Congregation at large to the various committees, mission teams, and task forces. The Congregation Council shall pay particular attention to making the appointments as representative as possible in order to avoid having certain individuals on multiple committees, mission teams, and task forces. Each committee, mission team, or task force shall be responsible for its own organization, electing from its membership a team leader and recorder. Each committee, mission team, or task force shall meet at least quarterly throughout the year and shall report to the Congregation Council and to the Congregation Annual Meeting. No committee, mission team, task force, or organization of this congregation may have or hold funds or accounts separate from the congregation without expressed permission from the congregation by a majority vote at a Congregation Meeting.

30) Formal and informal power in the congregation

A pastor took a new call following a long-term pastorate only to find out that the power did not reside in the Congregation Council but in powerbrokers behind the scenes. The church secretary reported on the deliberations of the council to the powerbrokers, and when the powerbrokers disapproved of an action by the council, the chief powerbroker talked to the pastor and forced the pastor to talk to the council to have the change reversed. The new pastor challenged the behavior of the church secretary. Six months into the new call the church secretary resigned. When supporters, rather than detractors, of the new pastor were elected to the council at the annual meeting, the powerbrokers pulled back and quit coming and giving. They spoke in a deprecatory manner of the new pastor in the congregation and community as did the former installed pastor and the former interim pastor. The new pastor lasted 3 years and then resigned the call to move onto another ministry setting.

Resources

Beginning Ministry Together: The Alban Handbook for Clergy Transitions [Roy M. Oswald, James Heath, Ann Heath]

Power Analysis of a Congregation

Page 135

Beginning Ministry Together is about the transition period between the announcement that one pastor is leaving and the time when another pastor is well settled. The message brought by Roy Oswald and colleagues Jim and Ann Heath is that this is not an impossible time to be survived only with a lot of expert help. Rather, even though the task is complex, committed congregational leaders can handle it—with the help of people who have been on this journey before. Oswald describes how clergy and congregations can better end and begin pastorates. He shows them how to say good-bye and discern their needs for the future—how to use the open space between pastorates for evaluation and preparation for a new day.

<http://www.amazon.com/Beginning-Ministry-Together-Handbook-Transitions/dp/1566992850>

https://www.goodreads.com/en/book/show/260799.Beginning_Ministry_Together

<https://rowman.com/ISBN/9781566992855/Beginning-Ministry-Together-The-Alban-Handbook-for-Clergy-Transitions>

<http://www.lifeandleadership.com/book-summaries/oswald-beginning-ministry-together.html>

https://books.google.com/books/about/Beginning_Ministry_Together.html?id=JuNhAwAAQBAJ

<https://books.google.com/books?isbn=1566994748>

<http://www.lifeandleadership.com/book-summaries/oswald-beginning-ministry-together.html>

<https://imnedu.org/imn-library/beginning-ministry-together-the-alban-handbook-for-clergy-transitions/>

<https://4b2hrderdaoklyfu2n1ah3eku-wpengine.netdna-ssl.com/wp-content/uploads/2016/09/Roy-M-Oswald-bio.pdf>

<https://www.wnccumc.org/resourcedetail/9296403>

<https://alban.org/archive/maintaining-confidentiality-in-search-committees/>

<https://www.amazon.com/Roy-M.-Oswald/e/B001K8KQ1O>

https://www.goodreads.com/author/list/152452.Roy_M_Oswald

[Images for Roy M. Oswald](#)

[Images for Beginning Ministry Together: The Alban Handbook for Clergy Transitions \[Roy M. Oswald, James Heath, Ann Heath\]](#)

Dynamics of Authority

How decision-making happens:

What does the patterns of interaction in committee or congregational meetings tell about the dynamics of leadership in the congregation? Who speaks and who doesn't? Who is in charge of the meetings? Are there appeals to Roberts Rules of Order, to the Holy Spirit, to a church document, or to the wisdom of the elders? Who brings a discussion to a close? Who interrupts?

Do members say they have a voice and are well informed about congregational activities and decisions? Do all class, race, gender and ethnic groups have an equal say in the governance of the congregation? Who knows how to "get things done" in the congregation? Who knows the gossip? Who talks to whom in the halls after the meeting? What does the history of the governance of the church say about the way decisions are made?

Congregational Observational Guides

http://hrr.hartsem.edu/cong/congregational_studies_methods_observe.html

[Images for Dynamics of Authority How decision-making happens](#)

The Power Structure within a Church Can Steamroll the Minister: MTM Foundation

Formal power in the church makes its decisions and takes its actions in scheduled or called meetings. Orderly processes and public discussion characterize the work of the formal power groups and individuals. Their decisions tend to be deliberate, predictable and reasonable.

The informal power in a church is mysterious and covert. Informal power is centered in individuals and has its 'meetings' over the phone, on the parking lot after church or at the coffee shop downtown. These individuals are not elected to their positions of power. They may be matriarchs or patriarchs, wealthy benefactors or simply church members with strong natural leadership gifts.

http://mtmfoundation.org/Servant/Vol_4_1/steamroll.htm

[Images for The Power Structure within a Church Can Steamroll the Minister: MTM Foundation](#)

<https://books.google.com/books?isbn=1257124641>

<http://www.amazon.com/Pass-Power-Please-Robert-Perry/dp/1257124641>

[Images for Pass-Power-Please-Robert-Perry](#)

31) Finance and personnel

One congregation, which wanted to go more towards a team ministry approach, realized that the functions of finance and personnel called for a more intentional method of selection with term limits to make for a disbursement of power rather than a concentration. In addition, a spouse of a staff member had served on finance, which made for a conflict of interest in determining compensation.

32) Two steps forward, one step back

I was disabused early in my pastoral ministry that progress can be made in a linear fashion.

[Growth is an erratic forward movement - BrainyQuote](#)

<http://www.brainyquote.com/quotes/quotes/j/juliacamer169158.html>

[Images for Growth is an erratic forward movement](#)

The phrase "two steps forward, one step back" is closer to what one may optimistically expect.

[Growth Isn't Always Linear: Two Steps Forward, One Step Back](#)

<http://tinybuddha.com/blog/growth-isnt-always-linear-two-steps-forward-one-step-back/>

[Images for Growth Isn't Always Linear: Two Steps Forward, One Step Back](#)

[Two steps forward one step back - Wikipedia](#)

"Two steps forward one step back..." is a catchphrase reflecting on an anecdote about a frog trying to climb out of a water well; for every two steps the frog climbs, it falls back by one step, making its progress arduous.

https://en.wikipedia.org/wiki/Two_steps_forward_one_step_back

[Images for two steps forward, one step back](#)

An adaptation of that statement is "one step forward, two steps back" of what one may pessimistically expect.

[One Step Forward Lyrics - Cowboy Song Lyrics](#)

And we never really meant for each other
We were never meant to last
In the years that we danced together
Each step forward we took two steps back
Each step forward we took two steps back
One step forward and two steps back
Nobody gets too far like that
One step forward and two steps back
This kind of dance can never last
One step forward and two steps back
Nobody gets too far like that
One step forward and two steps back
This kind of dance can never last

<http://www.cowboylrics.com/lyrics/desert-rose-band/one-step-forward-11366.html>

[Images for One step forward and two steps back](#)

33) Women's organization

Perhaps, the organization in the congregation experiencing the most challenge in response to a rapidly changing context is that of the women's organization. In the **Evangelical Lutheran Church (United States)** this organization was referred to as the Ladies Aid. Do a internet search for "Lutheran Ladies Aid", and you will see that some congregations still refer to their women's organization by that title. In the American Lutheran Church, this organization was referred to as the American Lutheran Church Women **History | Women of the ELCA**. Now, in the Evangelical Lutheran Church in America, this organization is known as **Women of the ELCA** or by its shorthand reference WELCA. The play **Church Basement Ladies** offers a humorous look at the women's organization from the 1960s, but now combine the strong tradition, on the one hand, and the changing role of women, on the other hand, and it creates lively dynamics. The women's organization is faced with a choice: welcome or withdraw. Welcome the present and embrace the future or withdraw and continue in the past.

Resources

Welcome - Definition and More from the Free Merriam-Webster Dictionary

transitive verb

1: to greet hospitably and with courtesy or cordiality

2: to accept with pleasure the occurrence or presence of <welcomes *danger*>

<http://www.merriam-webster.com/dictionary/welcome>

[Images for Welcome](#)

Withdraw - Merriam-Webster.com

2

a : to remove oneself from participation

b : to become socially or emotionally detached <had *withdrawn* farther and farther into herself — Ethel Wilson>

<http://www.merriam-webster.com/dictionary/withdraw>

[Images for social withdrawal](#)

[Images for emotional withdrawal](#)

34) Goal setting

On 7/12/2015, I visited **St. Petri Lutheran Church - ELCA 804 Grand Avenue, Story City, Iowa** while I was between assignments. The president gave an update on the **goals** set at the annual meeting in the areas of worship, stewardship, and administration.

Resources

Developing the Right Goals. | Small Church Leadership Network by Dale D. McConkey

Strategic planning is not organizational trickery, but the attempt to make present decisions based upon the understanding of God's direction for the church in order to organize efforts necessary to carry out God's plan. Without strategic planning the church can become a hub of activity but not necessarily accomplish any eternal results. Setting goals is the process of developing a "how to" plan for the church.

<http://www.smallchurchleaders.org/the-small-church-board/developing-the-right-goals.html>

<https://www.ministrymagazine.org/archive/1994/05/setting-goals>

<https://www.amazon.com/Dale-D.-McConkey/e/B001KHPV9C>

https://www.goodreads.com/author/show/1124672.Dale_D_McConkey

[Images for Dale D. McConkey](#)

[Images for Developing the Right Goals. | Small Church Leadership Network by Dale D. McConkey](#)

Example Church Goals - Smart Church Management

Goals should be written so they are measurable and should be an outcome of the strategic planning process.

Goals simply map out steps to achieve a strategic objective and do not need to be overly complicated. But, implementation of goals does require discipline and a commitment to follow-through to completion.

I recommend using the **SMART goal model** to achieve these desired results.

SMART Goals Are:

Specific: Is the goal specific enough for clarity?

Measurable: Is there a way to measure the success of the goal?

Attainable: Is the goal truly attainable?

Realistic: Is the goal realistically written?

Timely: Is there a timeline associated to the goal to ensure a completion date?

Church goals should be an outcome of strategy and written to help move the organization forward.

<http://smartchurchmanagement.com/example-church-goals/>

[Images for SMART Goals](#)

Goal-Setting & Vision Casting - Train Church Leaders

Church leaders must understand the church's purpose and set goals to accomplish it.

<http://trainchurchleaders.com/goals-vision.htm>

[Images for Goal-Setting & Vision Casting - Train Church Leaders](#)

Vital Congregations: Setting Goals – The United Methodist Church

Setting Vital Congregation Goals
How to Set Your Goals
For the Congregation

<http://www.umc.org/how-we-serve/vital-congregations-setting-goals>

[Images for Vital Congregations: Setting Goals – The United Methodist Church](#)

35) Keeping the congregation informed about finances

Congregation leadership holds a responsibility to keep the congregation informed about finances.

[Following is a financial scorecard:]

Financial Scorecard

Receipts this past week	\$
Receipts year to date	\$
Expenses year to date	\$
Anticipated expenses (budget) for the year	\$

(I argue against dividing the anticipated expenses (budget) by weeks, months, or quarters because the annual graph of giving is typically bell shaped rather than linear.)

[Following is a more detailed financial scorecard:]

Financial Scorecard

Weekly budget received last week	\$
Designated offering received	\$
We are ____% through the budget year.	
Average % of budget (based on 5-year average) ____% usually expended to date	
We have received ____% of our anticipated income for the year totaling	\$
We have expended ____% of our anticipated expenses for the year totaling	\$
We have received \$____ of income in excess of expenses this year	
Our budget for the year	\$

Resources

Church Administration: Programs, Process, Purpose [Robert Bacher, Michael Cooper-White]

Chapter 8. Communication: Ministry Means Messaging

<http://www.augsburgfortress.org/education/academic/churchadministration/thebook.jsp>

[Images for Communication: Ministry Means Messaging](#)

<http://store.fortresspress.com/store/product/2687/Church-Administration>

<http://www.amazon.com/Church-Administration-Programs-Process-Purpose/dp/0800637429>

[PDF] Current Bulletin - Christ Lutheran Church

2015	Jan.	Feb.	Mar.	April	TOTAL
Receipts	\$15,108.69	\$19,266.40	\$25,947.54	\$19,266.98	\$79,589.61
Disbursements	\$22,567.20	\$23,231.92	\$24,935.60	\$22,925.66	\$93,660.38
Balance	(\$7,458.51)	(\$3,965.52)	\$1,011.94	(\$3,658.68)	(\$14,070.77)

<http://www.welcome2clc.org/bulletin/current.pdf>

[Images for Current Bulletin - Christ Lutheran Church](#)

[PDF] 50 Ways to Encourage Faithful Giving.pdf - Lewis Center for Church Leadership

44. **Keep the congregation informed** of financial matters in meaningful ways. Issue timely financial reports and make them available to any member who requests them. Report financial concerns in a consistent manner.

<http://www.churchleadership.com/pdfs/50%20Ways%20to%20Encourage%20Faithful%20Giving.pdf>

[Images for keep the congregation informed of financial matters](#)

Finance Committee - Orange Presbyterian Church

Keep the congregation informed about the financial giving of members through monthly reports to the congregation on the church budget and special offerings.

<http://www.orangepec.org/committees/finance.aspx>

[Images for Finance Committee - Orange Presbyterian Church](#)

Sharing Our Gifts

Making Offerings Easy

You can make your offerings for Regular Ministry and Mortgage Payment easy when you opt for electronic fund transfer. Set it up online at www.trinity-ec.org Give page or phone Amber Moltzau at 715.832.6601 for assistance.

Be sure your love for God and Christ's church is always first in your charitable giving by using this easy option for offerings.

Thank you for every gift you share.

Your Giving Blesses Many

Thank you for every offering you share for Regular Ministries and Mortgage Payment. Your offerings make possible so many God-pleasing missions which serve the needy, instill faith in hundreds of children, and extend the spirit and love of our

congregation into this community and world. God continues to do many great things through our church because you give back to God a portion of what God has entrusted to you. Thank you.

In 2012 offerings to Regular Ministries are up over 7%, and this is very good news!

Please continue to give regularly.

Through July 31	2012	2011
Offering Income	\$581,710	\$540,463
Expenses	\$570,170	\$560,060
Difference	+11,540	-19,597

Making the Mortgage

Your offerings for "Mortgage Payment" are important, too! Every dollar you give goes directly toward the \$10,485 monthly payment.

Please be generous with your offerings in September, and come and see the great things being done on Trinity's campus as we "Serve in Christ's Love and Share the Good News."

Through July 31	2010	2011**	2012
Mortgage Offerings	\$96,950	101,352	113,480
Mortgage Payments*	\$156,846	105,937	139,429

*Includes Mortgage Pre-Pay Dollars.

** Loan Re-financed March 2011

September 2012 newsletter - Trinity Lutheran Church

http://www.trinity-ec.org/newsletters/newsletter_2012_09.pdf

Page 5

[Images for Sharing Our Gifts Making Offerings Easy](#)

Sharing Our Gifts

Your Giving Blesses Many

Thank you for every offering you share for Regular Ministries and Mortgage Payment. Your offerings make possible so many God-pleasing missions which serve the needy, instill faith in hundreds of children, and extend the spirit and love of our congregation into this community and world. Thank you!

Your Regular Ministries offering does awesome things to improve lives and shape people for faithful living. Your Mortgage Payment offerings make possible the monthly payment of \$8,413 on the loan from our building expansion and improvement in 2005. In addition, we regularly make direct principal payments because you've been generous. Thank you again! If you're not already helping with this effort, please join us yet this year. Please continue to give regularly. To be sure your love for God and Christ's church is always first in your charitable giving, consider using electronic fund transfer for your offerings toward Regular Ministry and Mortgage Payment. Set it up online at www.trinity-ec.org Give page or phone Amber Moltzau, Office Administrator, at 715.832.6601 for assistance.

January – July	2013	2012
Offering Income for Regular Ministries	\$ 567,376	\$ 581,710
Expenses	\$ 546,618	\$ 570,171
Difference	\$ 20,758	\$ 11,539

September 2013 newsletter - Trinity Lutheran Church

http://www.trinity-ec.org/newsletters/newsletter_2013_09.pdf

Page 4

[Images for Sharing Our Gifts Your Giving Blesses Many](#)

Stewardship - Our Savior Lutheran Church

Stewardship is responsible for the stewardship of commitment and resources of the congregation. Year-round stewardship emphasis concerning the use of our time, talent, and treasure is necessary. Consistent **communication** with the congregation through the newsletter, bulletins, letters, etc., is essential.

<http://www.oursaviormcallen.org/StewardshipFinance.html>

[Images for consistent communication with the congregation](#)

What Are You Trying to Hide About Your Church Finances?

Leaders need to lead, striving for clear **communication** and transparency, especially in the area of the church's finances.

Three core communication practices can help transform even the most challenging situations.

<http://www.horizonsstewardship.com/blog/what-are-you-trying-to-hide-about-your-church-finances/>

[Images for clear communication and transparency in the area of the church's finances](#)

In some congregations, I continued the practice of writing a cover letter that goes out with the quarterly giving statements.

[PDF] 50 Ways to Encourage Faithful Giving.pdf - Lewis Center for Church Leadership

45. **Send out pledge reports/giving statements** in a timely fashion, always with a thank you and a reminder about any update that may be needed.

<http://www.churchleadership.com/pdfs/50%20Ways%20to%20Encourage%20Faithful%20Giving.pdf>

[Images for Ways to Encourage Faithful Giving](#)

<https://www.churchleadership.com/category/50-ways/>

A Congregation Council president at a congregation I served wrote the following letter:

Philippians 4:13, I can do all things through Christ who gives me strength.

Fellow Members,

It is my responsibly to advise my fellow members of our current financial situation. Fortunately, the Building Fund offerings have been consistent enough to pay our monthly mortgage payment. Our general fund offerings have been covering 50% of our regular monthly budgeted expenses. This is compounded typically in the summer with lower attendance and giving. We do have a small amount of savings that has been designated for future repairs, but that will be drawn down in the next 2 months, exhausting our reserves. After that time, the general fund will only be able to pay salaries, insurance and basic utilities. The council has made drastic cuts to our annual budget leaving just the operational needs over the past few years. This is still not enough to keep pace with the reduction in overall attendance and monetary giving to the church for operations. Our congregation is not alone in its financial struggles. Many churches have lost pastors or closed because of low attendance. We do not see this as an option. I have faith that we can find a way to solve this situation and make our congregation grow. What can each of us do to grow our congregation now and into the future?

Pray

- Pray for our congregation and all of our members, that they may grow in faith, hope and love.
- Pray for the unchurched in our families and in the community that they might come to know Christ's gift of Grace.
- Pray for all events, programs and missions that our congregation supports.

Give Thanks

- Thank God daily for all of our blessings and the abundance we can share.

Commit

- Commit ourselves to attend church regularly and let the Holy Spirit guide our daily living.
- Commit to sharing the gifts God has presented us by giving regularly with a glad and generous heart.
- Commit to invite others to be active members in the mission of our congregation.

Change and Renew

- Think of ways that you can increase your church participation and giving.
- Consider using the Simply Giving direct offering system. This program will make sure that your offering gets to the church even when you are unable to attend.
- Check out the Caring for Our Congregation board for opportunities to choose items that you might support.
- Consider adding an extra Sunday's giving to a month as a way to challenge yourself to increase your monthly gift. Try passing up the extra coffee and roll or dessert and giving that amount in addition to your regular offering. Every offering is important.
- All of us can be resourceful when we want a special item for ourselves. Let's see if we can be just as resourceful when it comes to giving back to God what is God's to start with.

Grow

- Grow with Our Congregation as we look forward to welcoming a new pastor. Study the Word and let the Scriptures grow your faith.
- Grow personally as a member of the Christian community by living the motto, "God's Work – Our Hands".

Live and Rejoice

- Live in the presence of God's grace, knowing that you are a Called and Redeemed child of God.
- Be an inspiration to others in faith by leading through example as Jesus has taught us.
- Share your faith as a way of showing Christ's love.

Rejoice in knowing that our congregation makes a difference in your life but also the lives of everyone that we help, teach, and love.

This is a joyous time as we welcome Pastor *(name)* to *(this congregation)*. It is a time of change, growth, new beginnings, and uncertainty. We look forward to building new relationships with him and his family.

This congregation has always been a congregation of sincere and caring individuals that make a difference in our community and the world. This has not changed. We will continue to be a blessing to everyone around us. Meanwhile, we must not forget to take care of the essentials of our operational budget. We need growing support of our congregation in time, talent and treasure to continue to serve God. The Congregation Council invites your input to solve our current situation.

Thank you for supporting our congregation. Please know that we appreciate everything that you do in the name of Jesus Christ.

Yours in Christ,

(name)

Congregation Council President

Resources

A Better Way to Address an End-of-Year Shortfall | Church Law & Tax

The challenge for churches is to craft messages showing members how their giving brings those tangible and intangible returns, using a variety of communication methods.

When communicating an end-of-year shortfall, experts advise church leaders to emphasize what God can do with generous givers, rather than what members are not doing with their personal funds.

<http://www.churchlawandtax.com/web/2009/november/addressingshortfall.html>

<https://www.churchlawandtax.com/web/2015/april/communicating-financial-information-to-church-leaders.html>

[Images for Address an End-of-Year Shortfall | Church Law & Tax](#)

[Images for what God can do with generous givers](#)

<http://www.effectivechurch.com/how-do-you-communicate-a-budget-shortfall-to-your-church/>

<http://www.foundryumc.org/board-reviews-end-year-budget-balance-approves-funds-future-planning>

<https://network.crcna.org/deacons/what-can-you-do-when-your-church-not-meeting-its-budget>

<https://ministrytech.com/giving/how-to-communicate-financial-information-to-your-church/>

<https://www.christianitytoday.com/pastors/2007/july-online-only/church-fiscally-fit.html>

<https://www.ministrymatters.com/all/entry/201/talking-about-money-in-a-small-membership-church>

<https://touchinglives.org/2017/03/08/cut-church-budget/>

Guiding Your Church through Financial Crisis | CT Pastors

He says the two questions churches must answer:

1. What are they going to do to help people maintain a confident, biblically-based outlook?
2. How are they going to inspire generosity?

<https://www.christianitytoday.com/pastors/2009/april-online-only/guidingyourchurchthroughcrisis.html>

[Images for Guiding Your Church through Financial Crisis | CT Pastors](#)

<http://www.buildingchurchleaders.com/articles/2009/guidingyourchurchthroughcrisis.html>

<https://churchleaders.com/pastors/pastor-articles/166405-tim-spivey-prevent-a-deficit-in-your-church-budget.html>

36) Making the annual report more attractive

A pastor received an annual report from Luther Seminary. Looking through it, she asked herself how the congregation annual report might be more attractively configured to communicate the mission and ministry of the congregation.

Resources

Annual Report - Luther Seminary

Welcome to Luther Seminary's 2017 Annual Report (PDF). We invite you to explore the links below. In addition, you can hear the ways in which Luther Seminary has impacted M.A. student Hope Dieringer and M.Div. student Eric Miller. You'll find all other Annual Report details below as well. Feel free to click the links or download an entire PDF for an overview of the year.

www.luthersem.edu/annualreport

[Images for Annual Report - Luther Seminary](#)

4 Critical Elements of Every Church Annual Report | RSI

You could use your church's annual report as a way to simply share the budget numbers and giving records over the past year. Or you could make it one of the most impactful pieces for cultivating generosity heading into 2014. Put that way, the choice is ease. A strategically-crafted annual report will help you challenge your existing givers, cultivate new givers, and generate excitement for the upcoming year. If you want to create an annual report that makes an impact, here are four elements it should include.

<http://www.rsistewardship.com/4-critical-elements-of-every-church-annual-report/>

[Images for Critical Elements of Every Church Annual Report](#)

How to Inspire Your Church with an Annual Report - Will Mancini

But consider for a moment how an annual report might be used to cast vision.

<http://www.willmancini.com/2011/01/how-to-inspire-your-church-with-an-annual-report.html>

<http://www.willmancini.com/2012/02/7-reasons-why-your-church-should-create-an-annual-report.html>

[Images for Inspire Your Church with an Annual Report](#)

7 Reasons Your Church Should Create an Annual Report

You've heard of annual reports, but have you thought of creating one for your church? The point of course is not to imitate a common corporate practice, but to leverage every opportunity to cast vision. As we scan a few reasons why you should do this, let's start with a definition.

<http://pastors.com/7-reasons-church-create-annual-report/>

[Images for Church Creates an Annual Report](#)

37) Annual Report - From the Pastor

Since I began serving this assignment July 1, my work has focused on three areas: pastoral ministry, transition dynamics, and call process in leading and serving the congregation through this period of transition.

Pastoral Ministry

Preaching and worship

Education

Children and youth

Pastoral visitation
Administration
Community involvement
Connections with the larger church

Transition Dynamics

Heritage	Past	Reflection
Identity	Present	Where have we been?
Vision	Future	Where are we at?
		Where is God leading?
Mission	Definition	Action
Leadership	Operation	What is God's purpose for this congregation?
Connections	Cooperation	How is God's purpose to be carried out?
		Who are the partners in mission God provides?
• Heritage	appreciate how the past of the congregation informs the present	
• Identity	discover who the congregation is in the current context	
• Vision	discern what it is this congregation understands God is calling this congregation to be	
• Mission	define purpose and direction for the congregation in God's mission	
• Leadership	engage people of the congregation in God's mission	
• Connections	explore all the relationships a congregation shares beyond itself	

Call Process

Working with the Call Committee and the Congregation Council in preparing the Ministry Site Profile.

Sincerely in Christ,

Pastor Lowell Bolstad

38) Anniversary

These occasions provide an opportunity for congregations in transition to focus on the transition dynamic of *heritage*. I sometimes offer to use the Norwegian Rite of 1889 [See Chapter 3. Worship. Worship Planning and Resources (2)] at congregations with that ethnic background as a part of the anniversary celebration of the congregation or the community.

Resources

Synod Resource Center

[https://synodresourcecenter.org/ Worship, Music, Art](https://synodresourcecenter.org/Worship_Music_Art)

[http://synodresourcecenter.org/wma/worship/ Anniversary](http://synodresourcecenter.org/wma/worship/Anniversary)

<http://synodresourcecenter.org/wma/worship/occasional/anniversary/>

Images for church anniversary

<https://www.pastormentor.com/church-anniversary/>

<https://www.reformedworship.org/article/december-1992/take-time-celebrate-how-plan-your-churchs-anniversary>

<http://www.congregationallibrary.org/churches/anniversaries>

<https://www.preaching.com/sermons/church-anniversary-where-we-have-been-and-where-we-are-going-matthew-11-17/>

<https://worship.calvin.edu/resources/resource-library/church-anniversaries-worth-celebrating/>

What Does the Bible Say About Church Anniversary? - OpenBible.info

https://www.openbible.info/topics/church_anniversary

Images for bible and church anniversary

<https://www.kingjamesbibleonline.org/Bible-Verses-About-Church-Anniversary/>

<http://www.churchpastorguide.org/church-anniversary-themes-with-scriptures.html>

<https://www.youtube.com/watch?v=GTI7aP7TLjQ> Bible Verses On Church Anniversary - Scriptures For a Church Anniversary

(Audio Bible) - YouTube

39) 10-40-50: A suggested formula for sustainability

10% – mission support

40% – operating expenses

50% – personnel compensation

100%

The ratio of percentages for mission support, operating costs, and personnel compensation has changed through the years. See below the proposed budget for 1955 at First Lutheran in Eau Claire, Wisconsin for what a budget looked like 65+ years ago. The congregation gave 37% of the budget to mission support, spent 37% on personnel compensation, and used 25% on operating expenses. While it is impossible to turn time back 60 years, it does give pause to consider how to arrive at a formula for sustainability. This congregation merged with Our Savior's of Eau Claire to become Spirit Lutheran in 2015 and sold their facility.

First Lutheran Church
Eau Claire, Wisconsin

PROPOSED BUDGET--1955

GENERAL FUND

Salaries	\$24,924.00
(3 Pastors, Parish Education Director, 2 Office Secretaries, Organist, Choir Director, 2 Custodians)	
Social Security and Pensions	1,080.00
Car Allowance (Pastors and Parish Ed. Dir.) . . .	3,060.00
Rent (Youth Pastor)	900.00
Heat	2,500.00
Public Utilities (Electricity, Gas, Telephone) .	2,100.00
Repair and Maintenance	7,000.00
Parish Education (Subsidy)	1,845.00
Music (Choir Music, Soloists)	660.00
Office Expense	1,512.00
Printing (Including <u>The First Lutheran</u>)	3,000.00
Insurance	1,200.00
Postage	600.00
Part-Time Help (Office, Janitors)	720.00
Guest Preachers	300.00
Publicity	150.00
Miscellaneous	2,000.00
Total, General Fund	\$53,551.00

MISSION FUND

E. L. C. Budget Apportionment	\$22,058.51
(Includes Lutheran World Action, Student Center Building Fund)	
Lutheran Welfare	1,200.00
Missionary Rev. Leroy Johnsrud	2,000.00
Missionary Miss Belva Nerlien	900.00
Radio Fund	2,246.44
Television Fund	1,200.00
Eau Claire Lutheran Home for the Aged	1,060.00
<u>The Missionary</u> (Postage)	130.00
Daily Devotional Booklets	500.00
Miscellaneous	200.00
Total, Mission Fund	<u>\$31,494.95</u>
TOTAL, PROPOSED BUDGET	\$85,045.95

One small membership congregation I served spent close to 80% of the budget on staff compensation. The congregation wanted to tithe to the wider church, but that would only leave 10% for operating costs. I raised the question of sustainability. Many congregations are facing a similar precarious situation. In the years ahead, congregations are going to face some tough questions about sustainability. Especially since the economic downturn of 2008, I have considered it my fiduciary responsibility to raise the issue of sustainability.

Resources

Church budgeting 101 - YouTube

<https://www.youtube.com/watch?v=rVNV6bpqRA4>

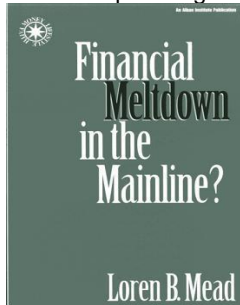
Images for Church budgeting - YouTube

<https://www.youtube.com/watch?v=KgJXxwX1q8U> Making a Budget: How to Make a Church Budget - YouTube

<https://www.youtube.com/watch?v=4iYG05yRG4k> How to Create a Church Budget - YouTube

Financial Meltdown in the Mainline? (The Money, Faith and Lifestyle) [Loren B. Mead]

Intentionally provocative Alban founder and former president Loren Mead's dynamic work sets out dramatic and compelling challenges for today's churches. Mead chose the word "meltdown"-a strong term, indeed-very carefully and consciously. His clarion call urges congregations to direct attention to their dwindling financial resources and their unreliable fiscal practices, and to take major action now-or face disaster in the future. Mead addresses changing church giving patterns; the inconsistent ways congregations keep financial records; the lack of coordinated short- and long-range planning; the need for knowledge of sound financial techniques such as accounting for inflation; an over-reliance on "restructuring" to fix problems; and lack of defensive planning for operational costs.



<http://www.amazon.com/Financial-Meltdown-Mainline-Money-Lifestyle/dp/1566991978>

http://www.goodreads.com/book/show/312383.Financial_Meltdown_in_the_Mainline

http://hrr.hartsem.edu/leadership/consultants_mead.html

<https://rowman.com/ISBN/9781566995221/Financial-Meltdown-in-the-Mainline>

<https://books.google.com/books?isbn=1566995221>

<http://www.lifeandleadership.com/book-summaries/mead-financial-meltdown-in-the-mainline.html>

<http://margaretmarcuson.com/money-ministry-online-course-israel-galindo-2/>

<https://alban.org/2014/09/25/loren-mead-still-stuck-on-the-importance-of-the-local-church/>

http://hrr.hartsem.edu/leadership/consultants_mead.html

<https://www.amazon.com/Loren-B.-Mead/e/B001JRXERO>

http://www.goodreads.com/author/show/179866.Loren_B_Mead

Images for Loren B. Mead

Images for Financial Meltdown in the Mainline? (The Money, Faith and Lifestyle) [Loren B. Mead]

<https://www.faithandleadership.com/category/topics/money>

Images for The Money, Faith and Lifestyle

HOW MANY STAFF DO YOU NEED? | MINISTRY MATTERS™

Payroll as a Percentage of the Operating Budget

Faith Communities Today (Fact 2008, 2010) is a study out of the [Hartford Institute for Religion Research](#) that looked at, among other things, how 3,000 congregations allocated their budgets. Researchers discovered that the average U.S. Protestant congregation allocates **45 percent of its total operating budget to payroll-related costs**. Mainline churches spend considerably more (49 percent) on payroll-related expenses than either the Evangelical Protestant (31 percent) or the Catholic/Orthodox communities (41 percent).

<http://www.ministrymatters.com/all/entry/4094/how-many-staff-do-you-need>

Images for Church Payroll as a Percentage of the Operating Budget

How to Have a Healthy Church Budget | DaveRamsey.com

To build a healthy church budget, ensure that these things are true from the get-go:

<https://www.daveramsey.com/blog/how-to-have-a-healthy-church-budget>

Images for How to Have a Healthy Church Budget | DaveRamsey.com

How to Maximize Personnel Committee Effectiveness – The Parish Paper

How Much Should We Spend on Salaries?

Page 29

[PDF] Ch. Effectiveness Nuggets--Volume 21--How to Maximize Personnel Committee Effectiveness - The Parish Paper

<https://www.theparishpaper.com/sites/default/files/resources/Church%20Effectiveness%20Nuggets-%20Volume%2021.pdf>
<http://www.theparishpaper.com/files/resources/Church%20Effectiveness%20Nuggets-%20Volume%2021.pdf>
<https://www.theparishpaper.com/free-resources> Church Effective Nugget, Volume 21: How to Maximize Personnel Committee Effectiveness
[Images for How Much Should We Spend on Church Staff Salaries?](#)

Is Your Congregation Nearing a Financial Tipping Point?

Many congregations find themselves in financially precarious and unstable situations. How can you recognize if your congregation is precariously near the financial tipping point? Here are 10 signs of financial unsustainability.

<http://floridaconferenceconnection.info/blogs/detail/190>
[Images for Is Your Congregation Nearing a Financial Tipping Point?](#)

The Great Recession: Its Effects on Congregations and What We Learned – Parish Paper

Churches across America weathered the greatest economic upheaval since the Great Depression between 2008 and 2012. In the middle of that fiscal roller coaster ride, charitable gifts to religious organizations in 2011 totaled around \$96 billion. Although the donated dollars figure appears large, when adjusted for inflation, those dollars actually reflect a 2 percent drop from the previous year. Recent results from the 2013 Congregational Economic Impact Study attempted to identify the factors that influenced church economic stability during this recent recession.¹ Among the causes that they discovered were declining church attendance, lower giving by members, and shifts in the average age and ethnicity of attendees.

<http://michigandistrict.org/missions-ministries/outreach/parish-papers/21-7> P P --7-2013 Great Recession Lessons.pdf
<http://www.hcucc.org/the-parish-paper> July 2013: The Great Recession: Its Effects on Congregations and What We Learned
<http://vbmb.org/the-parish-paper/> 2013 Parish Papers. July – The Great Recession: Its Effects on Congregations and What We Learned
[Images for The Great Recession: Its Effects on Congregations and What We Learned – Parish Paper](#)

The Shocking Truth of Church Budgets | Holy Soup

IMPLICATIONS FOR THE FUTURE

What does this financial squeeze mean for the future of the church? To **right-size personnel costs**, churches are increasingly looking to volunteers to carry ministry roles once held by professionals. And the idea of bi-vocational ministers is making a return to the American landscape.

<http://holysoup.com/2013/08/06/the-shocking-truth-of-church-budgets/>
[Images for right-size personnel costs](#)

What Percentage of Budget is Average for Salaries

However, most “experts” say **no more than 50 percent should go for salaries in a typical church**. In a small start-up church, it may go as high as 90 percent, but in a large church it should be closer to 40 percent.

<http://www.freechurchaccounting.com/what-percentage-of-budget-is-average-for-salaries.html>
[Images for What is the average % of salaries in a church budget?](#)

40) Considerations regarding member contacts

A group of members wrote a letter to the Congregation Council prior to my arrival asking for listening sessions as a forum to put forward some of their points. One member who was 80+ years old and who spent his career in corporate management and the National Guard argued that the council should require the new pastor to make so many home visits per week and note such on the monthly report, which would then be posted for public viewing. He contended that the council should hold the pastor accountable for home visitation. I offered the following considerations regarding member contacts to the council in addressing this matter.

Considerations Regarding Member Contacts

Pastor Lowell Bolstad

1. It is appropriate for people to desire that their pastor be interested in them and involved with them.
2. The question becomes, “How is that interest and involvement expressed?” Distinguish b/t underlying intention and methods.
3. “Partnership in the Gospel” or “Imposition of Specific Expectations.” For instance, the other suggestion made at the listening session that congregation leadership set up cottage meetings as a way for the new pastor to meet the people sounds much more realistic than insisting that the pastor visit so many homes and report the number of home visits each month.
4. The comment made at the listening session about seeking a pastor who is theologically sound is much more foundational.
5. Our companion synod in Malawi has grown from its start in 1982 to the present of 100,000+ members. There are few pastors. Much of the work is done by lay evangelists. A large part of the church is under 15. The Women of Prayer are key.
6. In the 1980s when I served 2 open country congregations, I tried to make every home visits every 3 years. From 1990 on that practice has no longer been feasible or even desirable. In addition, when I first started, the rule of thumb was that, if somebody was known to be in the hospital, the pastor was expected to drop everything and visit ASAP. Now I do a lot more phone contact and request the hospital chaplains to visit the people and mention in the course of conversation that the visit was requested by their home pastor. My experience is that people would like to see the pastor in the community.

7. Accessibility – Pastors are one of the few professions with this accessibility. In other words, doctors do not make home calls anymore. Pastors and people are much more cautious today than in an earlier era because of boundary issues and other considerations. Also, people are more mobile and less available.
8. Maintenance or Mission – Is the congregation simply content to tend to its own or is the congregation to take seriously the biblical mandate for outreach of the unchurched?
9. Pastors who have graduated from seminary after 1996 tend to be more outreach minded than chaplaincy minded.
10. Technical Solutions or Adaptive Solutions – In this age of constant change, adaptive solutions are more appropriate than technical solutions. In other words, there are a wide variety of options for member contact. To make home visits the top criteria for the faithfulness and effectiveness of a pastor places a great deal of adversarial tension on the pastor and on the leadership expected to enforce those expectations.
11. Generational Difference – Almost all the people attending the listening session were over 60 years of age. What would happen if leadership convened a focus group of those under 40? Would a similarly assertive individual insist that the pastor be accessible in a timely manner with text messages?
12. History – When Pastor (*name*) served as a circuit preacher for 30 years, he could not do every-home visits. 1990s when there were 3 pastors there was a plan for home visitation, but then again there were 3 pastors, and I am told that it was the special initiative of one pastor. 2003 vision – “Hire people to do the work and tell them what to do.” The insistence on the pastor carrying out a systematic program of home visitation sounds like a continuation of that corporate 2003 vision expectation.
13. Congregation uniqueness in this tourist area – Members and Attenders, Visitors and Guests. How would a pastor strategically plan for home visitation of those four types? Many of the participants in the gathered worship assembly are seasonal. Does this congregation simply want to concede itself as a retirement congregation and then seek a visitation pastor who supply preaches.
14. Congregation Size – 350 units. Add to that attenders, visitors, and guests. An expectation of home visits would be more appropriate for a congregation the size of (*name*) Lutheran in (*neighboring community*) rather than (*same name*) Lutheran in (*this community*). Even then, the pastor in (*neighboring community*) is less than full-time, and so the expectations are measured accordingly. For instance, in a family when there are fewer siblings, they get more attention. When there are more, siblings are expected to look out after each other.
15. Many people come up to me and tell me about the activities in the community and invite/suggest I be present. In contrast, I receive few invitations for home visits. From the benefit of perspective, in other congregations I end up in people’s homes. That is not the case here. Is there a disconnect between expectations voiced by a few and the reality of situation?
16. Geographical Area – It would be one thing if most of the members lived in town, but it is another thing when members and attenders, visitors and guests are spread out in a large geographical region.
17. Personal expectations versus common good – Others could insist on a pastor involved in certain activities inherent to this area: fishing, hunting, skiing, biking, and so on. Others could insist on a litmus test of team loyalties.
18. Right now and for the next year, there will be a pastor and a student pastor, but beyond that it is not clear. The statement has been made in the Congregation Council that it is hard to imagine two full-time installed pastors.
19. Most people when they retire and live by the lake are content to let go of the need to be in charge. When certain individuals insist on micromanaging various areas of church life based on previous work experience, it becomes tiresome for others.
20. An announcement has been placed in the bulletin suggesting that those people who desire a home visit by a pastor contact the church. I suggest that leadership wait to see how many people come forward requesting a home visit before making this a declarative expectation of new pastoral leadership.

Resources

Fifteen Reasons Why Your Pastor Should Not Visit Much – ThomRainer.com

While I am not advocating that pastors *never* visit people, I am concerned that such expectations are well beyond those with serious and emergency needs.

<http://thomrainer.com/2016/08/fifteen-reasons-pastor-not-visit-much/>

Images for Fifteen Reasons Why Your Pastor Should Not Visit Much – ThomRainer.com

<https://thomrainer.com/2016/09/pastors-shouldnt-ones-visiting-members-rainer-leadership-263/>

<http://thomrainer.com/2016/06/eight-indicators-pastors-expected-ministry/>

<http://thomrainer.com/2015/09/ten-signs-a-pastor-is-becoming-a-chaplain/>

<http://thomrainer.com/2015/02/10-tips-pastoral-care-visits-rainer-leadership-099/>

<http://thomrainer.com/2017/11/three-common-sentences-dying-churches-revitalize-replant-010/>

Images for thom rainer (author)

#5

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How Pastoral Care Stunts the Growth of Most Churches – Carey Nieuwhof

The pastoral care model most seminaries teach, and most congregations embrace creates false and unsustainable expectations.

<http://careynieuwhof.com/2015/11/how-pastoral-care-stunts-the-growth-of-most-churches/>

Images for How Pastoral Care Stunts the Growth of Most Churches – Carey Nieuwhof

<http://careynieuwhof.com/2013/09/8-reasons-most-churches-never-break-the-200-attendance-mark/>

#1

<https://careynieuwhof.com/episode58/> Beth Marshall On How Pastoral Care Grows and Kills Churches And Leaders

<https://careynieuwhof.com/tag/pastoral-care/>

<http://briandoddsonleadership.com/2016/04/27/live-blog-from-rethink-conference-breaking-the-200-barrier-by-carey-nieuwhof/>

#12

<https://www.sermoncentral.com/pastors-preaching-articles/carey-nieuwhof-7-things-that-get-harder-as-your-church-grows-2940>

<https://www.facebook.com/cniewhof/posts/513296355525464>

<http://www.internetmonk.com/archive/60937>

<https://livingchurch.org/covenant/2016/02/16/pastoral-care-should-punch-us-in-the-face/>

<http://www.amazon.com/How-Break-Growth-Barriers-Opportunities/dp/0801038537>

<http://insidenorthpoint.org/groups/>

<https://books.google.com/books?isbn=1506410278>

Page 35

#1

<https://www.amazon.com/Carey-Nieuwhof/e/B003GJCLCM>

https://www.goodreads.com/author/show/3396023.Carey_Nieuwhof

Images for carey nieuwhof (author)

Virtual Community by Carol Howard Merritt » Alban Institute

My pastoral care professor in seminary instructed us to meet each member in his or her home during our first year at a new church. It was sound advice at the time. But there has been a change, a deep and abiding shift my good professor could not foresee.

In a rapidly evolving culture, people are no longer home during office hours. The church can no longer expect moms to host Bible studies in their living rooms at 10:00 am every Tuesday. And if a pastor visits unannounced, he or she will probably be greeted on the front steps, and will remain there, standing, for the quick duration of the call. In just a few short years, **pastoral visits have changed dramatically**, along with all of our communication.

Alban at Duke Divinity School » Virtual Community - Alban Institute

<https://alban.org/archive/virtual-community/>

<https://www.amazon.com/Reframing-Hope-Vital-Ministry-Generation/dp/B00CC7T88E>

<https://rowman.com/ISBN/9781566993944/Reframing-Hope-Vital-Ministry-in-a-New-Generation>

<https://www.amazon.com/Carol-Howard-Merritt/e/B001JRXF9Q>

Images for pastoral visits have changed dramatically

41) Following the downsizing in pastoral staff

I discovered a 1988 assembly report and directory at one of the congregations I was serving in October of 2016 and contrasted that to the present. As best as I could figure...

Assembly Report and Directory June 2-4, 1988 - University of Wisconsin-Stout - Menomonie, Wisconsin

211 congregations – 185 ordained pastor positions

I went online to figure out the situation as of 10/7/2016

Northwest Synod of Wisconsin | Home

The Northwest Synod of Wisconsin is one of 65 synods of the Evangelical Lutheran Church in America. We are comprised of 199 congregations, over 93,000 members, and over 300 clergy and rostered leaders.

<http://nswi.org/>

Images for Northwest Synod of Wisconsin | Home

Find a Congregation - Evangelical Lutheran Church in America

<http://www.elca.org/tools/FindACongregation> by Synod

<http://search.elca.org/Pages/WorldMap.aspx?Type=Synod&Synod=5H%20-%20Northwest%20Synod%20of%20Wisconsin,%20ELCA&Language=>

Images for Congregation - Evangelical Lutheran Church in America

As best as I could figure...

155 Ordained pastor positions

3 Synodically Authorized Positions

2 Other

Seven of my interim assignments (as of 2017) have followed a downsizing in pastoral staff in mid-size and large congregations. This situation presents both a challenge and an opportunity. The challenge comes in readjusting expectations for pastoral service and leadership. Roy Oswald in the second half of his article *How to Minister Effectively in Family, Pastoral, Program and Corporate Sized Churches* offers sage advice on understanding what needs to be done in downsizing. More of my assignments since the economic downturn in 2008 are in settings where congregations are joining in cooperative ministries and are experiencing a downsizing in staff.

[PDF]How To Minister Effectively in Family, Pastoral, Program, and Corporate-Sized Churches
<https://static1.squarespace.com/static/54c7d7ede4b03a45e09cd270/t/5aa00b43652dea8c73c46299/1520438089615/HowToMinisterEffectivelyInFamilyPastoralProgramandCorporate-SizedChurches.pdf>
[Images for How To Minister Effectively in Family, Pastoral, Program, and Corporate-Sized Churches](#)

The opportunity comes in encouraging more involvement by members in service and leadership. My experience is that this downsizing can be most traumatic in large congregations that are staff dependent whose philosophy is as follows: "We pay people to work for us, and the job of congregation leadership is to make sure we get our money's worth."

Resources

Aftershock: Helping People through Corporate Change [Wilson Learning Corporation]

A practical, hands-on guide to helping employees through the often painful process of organizational change—whether from technological innovation, limited resources, or new management. Based on years of experience, this field-tested book will teach the crucial skills and strategies to help managers deal with their co-workers' reactions to change; minimize the disruptions in productivity, creativity, and worker relationships; and make the transition a positive experience.

<http://www.amazon.com/Aftershock-Helping-People-Through-Corporate/dp/0471624780>

<http://www.publishersweekly.com/978-0-471-62478-3>

<http://www.wilsonlearning.com/wlw/index/en-us>

https://www.goodreads.com/author/show/22835.Wilson_Learning_Corporation

[Images for Aftershock: Helping People through Corporate Change](#)

[PDF] Can You Downsize Staff Without Destroying Your Congregation? – The Parish Paper

In the congregational organism, openness, trust, and healthy transition are the tools of the process. When a congregation must downsize staff, a process for reducing staff must be designed; shared with the staff first, then with the congregation; and voted on as needed or required by church policies. Everyone knows what process is being followed and the steps involved in the process. This approach of open process will foster a sense of trust among congregational staff and members. It creates a healthy environment that can build a foundation for a healthy transition even in this time of stress.

[PDF] The Parish Paper - February 2013

<https://www.wisconsinumc.org/Resources/Documents/ParishPaper/ParishPaper-Feb13.pdf>

http://www.abcgrr.org/current_pm/Feb2013/PPFeb2013-Downsize-Staff-Without-Destroying-Church.pdf

<http://www.jknox.org/ParishPapers/DownsizeStaff0213.pdf>

<https://winnebagoepresbytery.org/parish-papers/> February 2013 – "Can You Downsize Staff Without Destroying Your Congregation?" – George Bullard

[Images for Can You Downsize Staff Without Destroying Your Congregation? – The Parish Paper](#)

<https://www.theparishpaper.com/free-resources>

<http://www.wcucc.org/resource-center/church-management/parish-paper/>

<http://www.hcucc.org/the-parish-paper>

<https://www.theparishpaper.com/back-issue-index> Back Issue Index | The Parish Paper

Economic disruption and an evolving church | The Lutheran

Hard times pull to front new ways to consider church's work

The spiraling effect of the Great Recession and its fallout is clearly illustrated in my study: less offerings given locally, less ability to increase or maintain percentages of mission support, and less mission supported in the ways to which we have become accustomed through dollars and expertise at congregational, synodical and national levels.

It doesn't take an economic genius to see how the ELCA as an interdependent organism has been impacted by the ripples and whirlpools of economic downturn.

http://www.thelutheran.org/article/article.cfm?article_id=10422

Page 20

[Images for Economic disruption and an evolving church | The Lutheran](#)

<https://www.livinglutheran.org/issues/>

<https://www.livinglutheran.org/contact-us/>

Moving Beyond Church Growth: An Alternative Vision for Congregations by Mark A. Olson (Author)

Part Three: Pastoral Leadership beyond Church Growth

Chapter 9 Each Congregation: One Pastor

Page 86

Mark Olson believes that trying to meet unrealistic expectations for church growth, along with expectations that pastors be all things to all people, has resulted in low morale, even burnout, among clergy and dissension within congregations.

Olson's book argues that church-growth models exemplify and exacerbate the tendencies of the modern age and Constantinian Christianity, holding the church hostage to technique and marketing. These assumptions set up pastors and churches for disappointment and failure. But they also, in his opinion, miss an opportunity to envision a faithful alternative to the consumeristic church.

Olson's valuable book calls church leaders to faithful, bold, and courageous rethinking of congregational life and witness in substance, purpose, and style. His own 20 years of ministry in rural, suburban, and urban congregations inform an alternative rooted deeply in the past and anchored in strong leadership and worship, but also profoundly compassionate and engaged in

the surrounding community. In this model, pastors' primary responsibilities are not to fix everything and everybody but to enable people to be present to each other and to provide hope.

<https://www.amazon.com/Moving-Beyond-Church-Growth-Prisms/dp/0806643463>

<http://www.christianbook.com/growth-alternative-vision-congregations-slightly-imperfect/9780806643465/pd/34466DA>

<https://fortresspress.com/product/moving-beyond-church-growth-alternative-vision-congregations>

http://wordandworld.luthersem.edu/issues.aspx?article_id=3359 Review Page 230

Images for Moving Beyond Church Growth: An Alternative Vision for Congregations by Mark A. Olson (Author)

[Images for Pastoral Leadership beyond Church Growth](#)

Sand Bur Consulting - Tools

Downsizing:

[Downsizing Pastoral Terms of Call](#)

[Let's Do the Numbers](#)

[A Different Kind of Bread - Changed Pastoral Relationships](#)

<http://www.sandburconsulting.com/resources.html>

[Images for Downsizing Church Staff](#)

Thirteen Issues for Churches in 2013: Issues 7-13 - ThomRainer.com

7. **Reductions in church staff.** I am watching this development carefully. Two different forces are at work. First, in many congregations there is a greater emphasis on laypersons handling roles once led by paid staff. Second, the tough economic climate and declining church attendance are naturally affecting church budgets. Congregations are reticent to fire staff, but more and more are not filling vacant positions.

<http://thomrainer.com/2013/01/02/thirteen-issues-for-churches-in-2013-issues-7-13/>

[Images for Thirteen Issues for Churches in 2013: Issues 7-13 - ThomRainer.com 7. Reductions in church staff.](#)

<https://thomrainer.com/2012/12/thirteen-issues-for-churches-in-2013-issues-1-6/>

<http://www.ecfa.org/Content/10-Key-Shifts-for-Churches-from-Thom-Rainer>

42) Following a significant financial shortfall

Normally, the seminary president simply gives a warm welcome at the beginning of a Mid-Winter Convocation. But interim president, Rick Foss, knew he needed to say more because of the "elephant in the room." He had assumed the post a month earlier. The previous president and chief financial officer of Luther Seminary in St. Paul, Minnesota resigned after the board discovered a \$4 million funding shortfall. Foss framed the time of uncertainty as a "Romans 8 moment" in which he invited people concerned about the seminary to rely upon God's continued presence. He then thanked everyone for their prayerful and financial support, gave as many facts as he was able to, and assured those present that people were working together in order to work through this dilemma. The next morning at a president's breakfast he was able to speak more informally. He related that he "likes challenges and problem solving and that, if it were not for all the pain (downsizing and cutbacks), he would enjoy what he is doing." Those involved were going through a discovery process to inform future plans. He used the analogy of an angle of ascent for a deep sea diver to provide perspective on the response. To not come up would mean death as would coming up too fast. The angle of ascent had to be sustainable.

Background

Leadership resignations follow seminary deficit | The Lutheran

As **Luther Seminary**, St. Paul, Minn., reported a \$4 million funding shortfall for 2012, its chief financial officer, Don Lewis, and president, Richard Bliese, resigned last November and December, respectively. Both had served since 2005.

The board of directors named an interim president, Rick Foss, and an interim chief financial officer, William Frame.

Foss, who took over Jan. 1, was previously the seminary's director of contextual learning. Before that, he served as bishop of the **Eastern North Dakota Synod**.

Frame's previous positions include chief financial officer of **Pacific Lutheran University**, Tacoma, Wash., and president of **Augsburg College**, Minneapolis.

As of June 30, 2012, end of its fiscal year, **Luther** had \$23 million in income, which was "\$4 million less in revenue than we had in expenses," said seminary board chair James Lindus. "That included depreciation, asbestos [remediation costs], maintenance [costs for] aging buildings, an investment performance that was lower than we'd hoped and a less-than-ideal expense management."

http://www.thelutheran.org/article/article.cfm?article_id=11209

[Images for Leadership resignations follow seminary deficit | The Lutheran](#)

http://www.thelutheran.org/blog/index.cfm?page_id=Breaking%20News&blog_id=1862

Luther Seminary reduces its faculty, staff | The Lutheran

Seminary moves toward financial viability for the future

Luther Seminary, St. Paul, Minn., will move ahead with 18 fewer staff members and eight fewer faculty members after June. With some open positions remaining unfilled, total staff and faculty decreased from 125 to 95.

The seminary announced March 19 a plan to reduce annual operating expenses by at least \$4 million. Tuition will not go up nor will the seminary back off on recruitment, said Rick Foss, interim president.

"We have good people, and many of them are hurting right now. We just had too many good people, more than we could afford. Some things won't feel good no matter how well you handle them; we're trying to handle them faithfully and well. I

learned as a bishop during the Red River Flood in North Dakota that we all grieve at different rates and heal at different times,” Foss said in an interview.

Luther’s doctoral program will not admit new students for three years. Foss said the faculty is exploring a new model for this program, which will continue to offer high-quality curriculum and will be financially viable for the future. The master of sacred music program, presently on hold, will not accept new students for now.

http://www.thelutheran.org/article/article.cfm?article_id=11405
[Images for Luther Seminary reduces its faculty, staff | The Lutheran](#)

43) Do more with less

In applying this rule of thumb in the new economy, congregations can become creative. “Necessity is the mother of invention.”

Resources

Do More with Less – by Eric Law | IMN

I believe the way we dealt with the leftovers at the dinner table is indicative of how this miracle of doing “more with less” was accomplished.

<http://imnedu.org/do-more-with-less/>
[Images for Do More with Less – by Eric Law | IMN](#)

Doing more with less: Congregations redefine mission & ministry with fewer members | The Lutheran

Congregations redefine mission & ministry with fewer members

BY KATHRYN SIME

‘Small can be beautiful’

When Beverly Piro, interim pastor of [St. Andrew Lutheran](#), Arvadmula, Colo., started her position in November 2013, she found a “pretty deflated” congregation.

“They were asking themselves, ‘Are we going to be able to continue?’” With only 50 people in worship each Sunday, the congregation was “wallowing in grief” about their smaller size and not being able to do ministry as they once could, such as sustain a Sunday school.

Last summer, Piro helped the congregation launch a discernment process, taking stock of their strengths and assets. Through this process, members noted that their building, fully paid off, was an underused asset. Without a viable Sunday school, the eight-room education wing was being used only for storage.

But an inefficient use of space wasn’t the heart of the problem, Piro said. Without any purpose, these rooms served as a visible “reminder of who they had been,” she added. “It was abandoned, and it felt awful.”

Through a serendipitous conversation with a member, Piro and the congregational council began to research the possibility of renting space to a mental health counseling office and then to a massage therapist. Council members had to work through their concerns about the impact of charging rent on the congregation’s tax-exempt status, but legal advice helped them understand how to make it work.

http://www.thelutheran.org/article/article.cfm?article_id=12698
[Images for Doing more with less: Congregations redefine mission & ministry with fewer members | The Lutheran](#)

Doing More with Less – Smart Resource Management in Project-Driven Environments

Flinging spaghetti against the wall to see what sticks is one way to divvy out project work. But it’s messy and you tend to lose a lot along the way. A better approach to work allocation among project team members is to consider who has the best skills, experience, interest and availability to do the job.

<http://www.computerweekly.com/opinion/Doing-More-with-Less-Smart-Resource-Management-in-Project-Driven-Environments>
[Images for Smart Resource Management in Project-Driven Environments](#)

Impact Ministry: The More-With-Less Church - Ministry Today

20 Questions to Answer Before You Build

Which of the following statements are true for your church?

<http://ministrytodaymag.com/ministry-facilities/construction/21449-the-more-with-less-church>
[Images for Impact Ministry: The More-With-Less Church - Ministry Today](#)
<https://ministrytodaymag.com/278-archives>
<http://www.amazon.com/The-More-Less-Church-Maximize/dp/0801015537>

Necessity is the mother of invention - Wikipedia

“Necessity is the mother of invention” is an English-language [proverb](#). It means, roughly, that the primary driving force for most new [inventions](#) is a need.^[2]

https://en.wikipedia.org/wiki/Necessity_is_the_mother_of_invention
[Images for necessity is the mother of invention](#)

44) What about a congregation taking on debt?

Many have argued through the years that a congregation taking on debt is a good sign that a congregation is willing to take on challenges. Particularly, following the economic downturn of 2008, I have urged congregations to exercise caution in this regard.

Resources

Faith and the Use of Church Money

I have heard many stories of pastors telling their congregations they need to go into **debt** or stretch themselves financially as "a matter of faith." The pastor stands up and challenges the congregation to have the faith that "God will provide." Such statements suggest that those who do not go along with a particular financial proposal lack faith. I find this approach enraging and theologically false.

<https://www.churchleadership.com/leading-ideas/faith-and-the-use-of-church-money/>

[Images for Faith and the Use of Church Money](#)

<http://www.congregationalconsulting.org/john-wimberly/>

<https://www.churchleadership.com/leading-ideas/four-key-challenges-pastoral-transitions/>

<https://www.churchleadership.com/category/leading-ideas/>

Get Your Church Out of Debt | James D. Klote & Associates

I must confess that I do not like church indebtedness at all. There is certainly no economic advantage to a congregation servicing indebtedness for an extended period of time. Though, I often hear from church leaders that they believe debt for a church is good. I can understand the viewpoint of making church members feel they are needed through their offerings. I can even understand the desire to have members feel a challenge to support new and needed ministry opportunities. However, when the debt reaches a point where the current budget cannot sustain the payments, or the loan payments significantly impact the current ministries, I cannot see the good in that debt. When 40-50% of a church's budget is earmarked for debt payments, it undermines the church's financial stability. It can undermine confidence in the church leadership.

<http://jdklote.com/newsletters/articles/get-your-church-out-of-debt>

[Images for Your Church Out of Debt](#)

[Images for James D. Klote & Associates](#)

Growing Beyond Church Debt - Religious Product News

Church debt has become a major issue for many church leaders. As a stewardship professional, I often hear from churches desiring to reduce or pay off their debt. There are specific philosophies related to church debt that play a prominent role in church finances. It is not just a theological issue, and not just a management issue, but a combination of both. With today's uncertain economy and the growing number of families pursuing their own "debt-free" lifestyles, it is time to address the many issues related to church debt that staff and lay leaders are facing.

<http://www.religiousproductnews.com/articles/2008-August/Feature-Articles/Growing-Beyond-Church-Debt.htm>

[Images for Growing Beyond Church Debt](#)

45) Learning from congressional hearings

I remember being riveted to the public hearings of the Senate Select Committee on Presidential Campaign Activities, better known as the Senate Watergate Committee beginning on 5/17/1973 the spring and summer after my second year in college.

United States Senate Watergate Committee - Wikipedia

The Senate Watergate Committee, known officially as the Select Committee on Presidential Campaign Activities, was a [special committee](#) established by the [United States Senate](#), [S.Res. 60](#), in 1973, to investigate the [Watergate scandal](#), with the power to investigate the break-in at the [Democratic National Committee](#) (DNC) headquarters at the [Watergate office complex](#) in [Washington, D.C.](#), and any subsequent cover-up of criminal activity, as well as "all other illegal, improper, or unethical conduct occurring during the [presidential election of 1972](#), including political espionage and campaign finance practices".

American print news media focused the nation's attention on the issue with hard-hitting investigative reports, while television news outlets brought the drama of the hearings to the living rooms of millions of American households, broadcasting the proceedings live for two weeks in May 1973. The [public television](#) network [PBS](#) broadcast the hearings *from gavel to gavel* on more than 150 national affiliates.

Working under committee chairman [Sam Ervin](#) ([D-North Carolina](#)), the committee played a pivotal role in gathering evidence that would lead to the indictment of forty administration officials and the conviction of several of Nixon's aides for obstruction of justice and other crimes. Its revelations prompted the [impeachment process against Richard Nixon](#), which featured the introduction of articles of impeachment against the President in the [House of Representatives](#), which led to Nixon's resignation on August 9, 1974.



From left to right: minority counsel Fred Thompson, ranking member Howard Baker, and chair Sam Ervin of the Senate Watergate Committee in 1973.

https://en.wikipedia.org/wiki/United_States_Senate_Watergate_Committee
[Images for Senate Watergate Committee](#)

Then, prior to and following the 2016 presidential election, a number of the hearings have demonstrated nothing short of high drama. To begin with, I am glad I am not one to sit in the seat being asked questions as many of the congressional questioners are lawyers and some former prosecutors. To be placed in the role of a questionee must require nerves of steel. I offer a few reflections. As for questioning, I am more impressed by those who lower their voice and communicate gravity rather than those raise their voice and communicate hyperbole. Being understated can often carry more weight than being overstated. I find the actions of those questioners who seem to be grandstanding for political ambition to be especially objectionable. As for being the questionee, being prepared for every possible question strikes me as a pre-requisite. Stand my ground would be my motto as many of the questioners come off as aggressive and adversarial in pursuing their own agendas. Recognize that some questions are tricks to force the questionee into a corner. Be straightforward without revealing more than necessary.

How to Conduct a Mock Congressional Hearing In a Social Studies Class

A mock Congressional hearing is a form of experiential learning. It is a great summative activity for a social studies class that has learned about a controversial issue in public policy. This could be used in conjunction with current events, and it could also be used to assess student understanding of controversial issues in history.

<http://civiceducator.org/mock-congressional-hearing-social-studies/>
[Images for How to Conduct a Mock Congressional Hearing In a Social Studies Class](#)

46) Discipline of members

The 2013 ELCA Churchwide Assembly made significant revisions to

Chapter 15.

DISCIPLINE OF MEMBERS AND ADJUDICATION

[DOC]2013 Amendments to the Model Constitution

[download.elca.org > ELCA Resource Repository > 2013 Amendments to the Model Constitution](#) Page 3

Office of the Secretary - Evangelical Lutheran Church in America - ELCA

Model Constitution Amendments 2013

<http://www.elca.org/Resources/Office-of-the-Secretary>

[Images for Office of the Secretary - Evangelical Lutheran Church in America](#)

The amendments to Chapter 15. DISCIPLINE OF MEMBERS AND ADJUDICATION demonstrate just how highly nuanced the matter of discipline has become.

[DOC]Model Constitution for Congregations 2019 - ELCA Resource Repository

Chapter 15.

DISCIPLINE OF MEMBERS AND ADJUDICATION

***C15.01.** Persistent and public denial of the Christian faith, willful or criminal conduct grossly unbecoming a member of the Church of Christ, continual and intentional interference with the ministry of the congregation, or willful and repeated harassment or defamation of member(s) of the congregation is sufficient cause for discipline of a member. Prior to disciplinary action, reconciliation and repentance will be attempted following Matthew 18:15–17, proceeding through these successive steps, as necessary: a) private counsel and admonition by the pastor, b) censure and admonition by the pastor in the presence of two or three witnesses, c) written referral of the matter by the Congregation Council to the vice president of the synod, who will refer it to a consultation panel drawn from the Consultation Committee of the synod, and d) written referral of the matter by the consultation panel to the Committee on Discipline of the synod. If, for any reason, the pastor is unable to administer the admonitions required by paragraphs a. and b. hereof, those steps may be performed by another pastor chosen by the Executive Committee of the Congregation Council.

***C15.02.** The process for discipline of a member of the congregation shall be governed as prescribed by the chapter on discipline in the *Constitution, Bylaws, and Continuing Resolutions of the Evangelical Lutheran Church in America*. If the counseling, censure, and admonitions pursuant to *C15.01. do not result in repentance and amendment of life, charges against the accused member(s) that are specific and in writing may be prepared by the Congregation Council, signed, and submitted to the vice president of the synod. The vice president shall select from the synod's Consultation Committee a panel of five members (three laypersons and two ministers of Word and Sacrament). A copy of the written charges shall be provided to the consultation panel and the accused member(s). The consultation panel, after requesting a written reply to the charges from the accused member(s), shall consider the matter and seek a resolution by means of investigation, consultation,

mediation, or whatever other means may seem appropriate. The panel's efforts to reach a mutually agreeable resolution shall continue for no more than 45 days after the matter is submitted to it.

- *C15.03. If the consultation panel fails to resolve the matter, that panel shall refer the case in writing, including the written charges and the accused member's reply, to the Committee on Discipline of the synod for a hearing. A copy of the panel's written referral shall be delivered to the vice president of the synod, the Congregation Council, and the accused member(s) at the same time it is sent to the Committee on Discipline of the synod. The Executive Committee of the Synod Council shall then select six members from the Committee on Discipline to decide the case and shall appoint a member of the Synod Council to preside as nonvoting chair. Those six members, plus the nonvoting chair, comprise the discipline hearing panel for deciding the case. The Congregation Council and the accused member(s) are the parties to the case.
- *C15.04. The discipline hearing panel shall commence and conduct the disciplinary hearing in accordance with the provisions governing discipline of congregation members prescribed in the *Constitution, Bylaws, and Continuing Resolutions of the Evangelical Lutheran Church in America*.
- *C15.05. By the vote of at least two-thirds of the members of the discipline hearing panel who are present and voting, one of the following disciplinary sanctions can be imposed:
 - a. suspension from the privileges of congregation membership for a designated period of time;
 - b. suspension from the privileges of congregation membership until the pastor and Congregation Council receive evidence, satisfactory to them, of repentance and amendment of life;
 - c. termination of membership in the congregation; or
 - d. termination of membership in the congregation and exclusion from the church property and from all congregation activities.
- *C15.06. The written decision of the discipline hearing panel shall be sent to the vice president of the synod, the accused member(s), and the Congregation Council as required by the *Constitution, Bylaws, and Continuing Resolutions of the Evangelical Lutheran Church in America*. The decision of the discipline hearing panel shall be implemented by the Congregation Council and recorded in the minutes of the next council meeting.
- *C15.07. No member of the congregation shall be subject to discipline a second time for offenses that a discipline hearing panel has heard previously and decided pursuant to this chapter.
- *C15.10. **Adjudication**
- *C15.11. When there is disagreement among factions within this congregation on a substantive issue that cannot be resolved by the parties, members of this congregation shall have access to the synodical bishop for consultation after informing the chair of the Congregation Council of their intent. If the consultation fails to resolve the issue(s), the Consultation Committee of the synod shall consider the matter. If the Consultation Committee of the synod shall fail to resolve the issue(s), the matter shall be referred to the Synod Council, whose decision shall be final.

<https://www.elca.org/constitution> 2019 Model Constitution for Congregations
<https://download.elca.org> > ELCA Resource Repository > Model Constitution
<http://www.elca.org/Resources/Office-of-the-Secretary>
[Images for DISCIPLINE OF MEMBERS AND ADJUDICATION - ELCA](#)

Contrast those amendments to the parallel article in the Model Constitution for the American Lutheran Church, under which I operated during my early years of pastoral ministry 1980-87.

Article VII – DISCIPLINE

1. A member who advocates doctrines which are contrary to Holy Scripture and the Confessions of the Church, or who is guilty of conduct that is grossly unbecoming a member of the Body of Christ, shall be subject to discipline.
2. Discipline shall be administered by the Church Council in behalf of the congregation, with the right of appeal to the congregation. Right of further appeal from a decision of the congregation shall be as provided in the Constitution and Bylaws of the American Lutheran Church.
3. Discipline in the congregation shall be exercised in accordance with Matthew 18:15-18.
4. Procedures for the exercise of discipline shall be those provided in the bylaws.

Pastor(s) and congregation leaders are advised to approach discipline of members with caution and forethought and to consider all the implications of invoking discipline.

Henry, Bishop of Uppsala, martyr, 1154: The Lutheran Review

There doesn't seem to be much reliable information about Henry, an English born clergyman who became bishop of Uppsala, in 1152 and is credited with bringing Christianity to Finland. He traveled to Finland with the king of Sweden on a mission trip and remained there to organize the church. He was murdered in 1154 by a man he had disciplined according to canon law. Henry's burial place became a center of pilgrimage.

http://www.thelutheranreview.org/the_lutheran_review/2012/01/henry-bishop-of-uppsala-martyr-1154-1.html

[Images for Henry, Bishop of Uppsala, martyr, 1154](#)

Henry (bishop of Finland) - Wikipedia

The legend of Bishop Henry's life, or his *Vita*, was written at the end of the 13th century. It contains little concrete information about Henry. He is said to have been an [English](#)-born bishop in [Uppsala](#) at the time of King [Eric the Saint](#) of Sweden in the mid-12th century, ruling the peaceful kingdom with the king in heavenly co-existence. To tackle the perceived threat from the non-Christian [Finns](#), Eric and Henry were forced to battle them. After they had conquered Finland, baptized the people and built many churches, the victorious king returned to Sweden while Henry (*Henricus*) remained with the Finns, more willing to live the life of a preacher than that of a high bishop.^[3]

The legend draws to a conclusion as Henry attempted to give a canonical punishment to a murderer. The accused man became enraged and killed the bishop, who was thus considered to be a martyr.^[3]



Lalli killing Henry. A romanticized drawing from the 19th century.

[https://en.wikipedia.org/wiki/Henry_\(bishop_of_Finland\)](https://en.wikipedia.org/wiki/Henry_(bishop_of_Finland))

[Images for Henry \(bishop of Finland\)](#)

<https://www.youtube.com/watch?v=JMvzK182rSA> Henry (bishop of Finland) - YouTube

[Images for Henry \(bishop of Finland\) - YouTube](#)

Attempts at reconciliation should be made for the sake of peace and harmony in the congregation. If such attempts are unproductive and troublesome behavior continues and discipline seems to be the only way forward, then the constitutional outline for discipline must be followed. Consider carefully the consequences (intended and unintended) of engaging in discipline proceedings. It should be used only if all other attempts fail.

Particularly, the due process has been expanded so that a Congregation Council, as was explained to me, cannot in effect be prosecutor, judge, and jury. A Congregational Council no longer possesses the authority to suspend or terminate membership for conditions cited in *C15.01. *C15.02. through *C15.07. outline the process. The final authority according to *C15.05. rests in a "discipline hearing panel."

Resources

Book of Discipline Chapter 7 - Bible Presbyterian Church

Censure and Restoration. In judicial discipline there are five degrees of censure: admonition, rebuke, suspension, deposition, and excommunication. Censures shall be pronounced by the moderator for the trial court in the name and by the authority of the Lord Jesus Christ, the church's only Head and King.

http://bpc.org/?page_id=495

http://bpc.org/?page_id=477

[Images for Book of Discipline Chapter 7 - Bible Presbyterian Church](#)

Censorship | Topics | Christianity Today

<https://www.christianitytoday.com/ct/topics/c/censorship/>

[Images for Censorship | Christianity Today](#)

<https://www.christianitytoday.com/ct/archives/>

Church Discipline - Grace to You

The **purpose of church discipline** is the spiritual restoration of fallen members and the consequent strengthening of the church and glorifying of the Lord.

<http://www.gty.org/resources/distinctives/DD02/church-discipline>

[Images for purpose of church discipline](#)

<http://www.gty.org/Blog/B140820/the-place-and-purpose-of-church-discipline>

<http://www.gty.org/blog/B140821/your-personal-responsibility-in-church-discipline>

Church Discipline: How the Church Protects the Name of Jesus by Jonathan Leeman (Author, Series Editor)

Church discipline is essential to building a healthy church. So how exactly do we practice church discipline?

Jonathan Leeman helps us face the endless variety of circumstances and sins for which no scriptural case study exists, sins that don't show up on any list and need a biblical framework to be corrected appropriately in love.

Here is a contemporary and concise how-to guide that provides a theological framework for understanding and implementing disciplinary measures in the local church, along with several examples of real-life situations and the corresponding responses.

<http://www.amazon.com/Church-Discipline-Protects-Building-Churches/dp/1433532336>

<https://www.goodreads.com/book/show/12797238-church-discipline>

<https://www.crossway.org/books/church-discipline-case/>
<http://www.exodusbooks.com/Samples/Crossway/49756Sample.pdf>
https://www.wtsbooks.com/common/pdf_links/9781433532337.pdf
<https://www.imb.org/2017/02/28/why-healthy-churches-in-every-context-practice-church-discipline/>
<http://www.bloggingtheologically.com/2012/06/19/book-review-church-discipline-jonathan-leeman/>
<http://9marks.org/about/jonathan-leeman/>
<https://books.google.com/books?isbn=1433532360>
<http://www.thegospelcoalition.org/blogs/justintaylor/2014/03/10/church-discipline-principles-and-reasons/>
<http://www.vernonking.org/reviews/church-discipline/>
<https://www.amazon.com/Jonathan-Leeman/e/B002E74ETK>
https://www.goodreads.com/author/show/3061358.Jonathan_Leeman
[Images for Jonathan Leeman \(Author, Series Editor\)](#)
[Images for Church Discipline: How the Church Protects the Name of Jesus by Jonathan Leeman \(Author, Series Editor\)](#)

Church Discipline, Step One: Private Confrontation

Ideally, private confrontation should be the final step in the majority of discipline cases. Unfortunately, those who remain unrepentant require the next step in church discipline, which we'll examine next time.

<http://www.gty.org/blog/B140825/church-discipline-step-one-private-confrontation>
[Images for Church Discipline, Step One: Private Confrontation](#)

Church Discipline | Topics | Christianity Today

<http://www.christianitytoday.com/ct/topics/c/church-discipline/>
[Images for Church Discipline | Christianity Today](#)
<https://www.christianitytoday.com/pastors/browse/>

Church discipline - Wikipedia

Church discipline is the practice of censuring church members when they are perceived to have **sinned** in hope that the offender will **repent** and be **reconciled** to God and the church. It is also intended to protect other church members from the influence of sin. Excommunication is usually considered a last resort if a person does not repent of their sin.

http://en.wikipedia.org/wiki/Church_discipline
[Images for church discipline](#)

[PDF]Definitions and Guidelines for Discipline

These definitions and guidelines describe the grounds for which ordained ministers may be subject to discipline according to the practice of this church. Their purpose is juridical: to assist in the processes of consultation, discipline and appeals.

http://download.elca.org/ELCA%20Resource%20Repository/Definitions_and_Guidelines_2014.pdf
[Images for \[PDF\]Definitions and Guidelines for Discipline - ELCA](#)

Handbook of Church Discipline: A Right and Privilege of Every Church Member (Jay Adams Library) by Jay E. Adams (Author)

This is a handbook for pastors, elders, and all Christians who want to see how Scripture presents the process of discipline that should operate in the Christian community. It was written in response to the various concerns that threaten to tear apart marriages, families, friendships, and congregations - concerns that call for a biblical approach to discipline that can heal fractures, restore right relationship, and ensure the health of the church. Developed around the five corrective steps found especially in Matthew 18:15-17, this book helps church leaders deal with the sorts of problems that require the church's disciplinary response.

<http://www.amazon.com/Handbook-Church-Discipline-Privilege-Library/dp/0310511917>
http://www.goodreads.com/book/show/929330.Handbook_of_Church_Discipline
<http://browseinside.harpercollins.ca/index.aspx?isbn13=9780310511915>
<http://www.grantedministries.org/handbook-of-church-discipline-jay-adams/>
https://docs.google.com/document/d/1OJvBvDlrXy3wzyJA9PdslbUC66NB9W3BlgoArOgP_Xg/edit
https://books.google.com/books/about/Handbook_of_Church_Discipline.html?id=OYDKPaXHfRYC
<http://www.grantedministries.org/handbook-of-church-discipline-jay-adams/>
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<http://www.mabts.edu/campus-life-news/news-events/dr-jay-e-adams-quest-speaker-chapel>
<https://www.pinterest.com/pin/494199759083818959/> Discover ideas about Jay Adams
https://en.wikipedia.org/wiki/Jay_E._Adams_bibliography
https://en.wikipedia.org/wiki/Jay_E._Adams
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<https://www.amazon.com/Jay-Edward-Adams/e/B001IGM2FG>
https://www.goodreads.com/author/list/88291.Jay_E_Adams
[Images for Jay E. Adams \(Author\)](#)
[Images for Handbook of Church Discipline](#)

Images for Handbook of Church Discipline: A Right and Privilege of Every Church Member (Jay Adams Library) by Jay E. Adams
<https://www.librarything.com/series/Jay+Adams+Library>
<http://www.soundword.com/jay-adams-library-.html>
<https://www.overdrive.com/creators/279138/jay-e-adams>
 Images for Jay Adams Library

Seven Observations on Church Discipline – ThomRainer.com

It is my prayer that one day we will see many congregations bearing the fruit of church discipline: the glory of God; the love of the sinner; the restoration of the wayward; the purity of the church; the protection of the fellowship; and a witness to the world.

<http://thomrainer.com/2014/01/seven-observations-on-church-discipline/>
 Images for Seven Observations on Church Discipline – ThomRainer.com
<http://thomrainer.com/2015/04/12-reasons-churches-dont-practice-church-discipline/>
http://thomrainer.com/2012/04/teaching_tools_church_discipline/
<http://thomrainer.com/2016/07/eight-warning-signs-bully-church-member/>
<http://thomrainer.com/2015/04/nine-ways-deal-church-bullies/>
<http://thomrainer.com/2013/10/why-we-must-love-unlovable-church-members/>
<http://thomrainer.com/i-am-a-church-member/>
<https://books.google.com/books?isbn=1433679736>
<http://www.churchleaders.com/pastors/pastor-how-to/159936-thom-rainer-12-trends-in-healthy-churches.html/2>
<http://chucklawless.com/2016/04/9-trends-in-church-membership-and-assimilation-processes/>
<https://bible.org/article/church-discipline>
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 Images for thom rainer (author)

#6
#9

Page 57
#5
#5

10 reasons why interim pastors need special training

- Matthew 18 meetings may be a regular event, so the interim pastor must be **firm and forthright in church discipline.**

<http://www.transitionministriesgroup.com/10-reasons-why-interim-pastors-have-unique-ministry/>
 Images for firm and forthright in church discipline

10 Things You Should Know About Church Discipline

Imagine a math teacher who teaches the lessons but doesn't correct the errors. That's not a good math teacher. Doing discipline well takes wisdom and care. Churches should not jump right in but move slowly. Yet discipline is a practice churches today must recover.

<http://www.churchleaders.com/pastors/pastor-articles/285731-know-church-discipline-jonathan-leeman.html>
 Images for Things You Should Know About Church Discipline
<https://churchleaders.com/category/pastorshttps://churchleaders.com/category/pastors/page/376>

Those Who Must Give an Account: A Study of Church Membership and Church Discipline by John S. Hammett (Editor), Benjamin L Merkle (Editor)

There is a surprising, even dangerous, gap in the literature on the church in the areas of church membership and church discipline. The former sets the boundaries of a leader's responsibility, and discipline is the last option of a church when members will no longer live in fellowship with their brothers and sisters in the Lord and accept the guidance of their leaders. And so this book is written first to church leaders, offering guidance on how they should receive and minister to those for whom they will have to give an account according to Scripture. But under the view of the church upheld in these chapters, the receiving of members and discipline of members are both acts of the greater church body, and thus all members of the church share in the accountability for each other. Consequently, *Those Who Must Give an Account* will be of interest to all believers. Among this volume's nine notable contributors are Mark E. Dever ("The Practical Issues of Church Membership"), Thomas R. Schreiner ("The Biblical Basis for Church Discipline"), and Bruce Riley Ashford and Danny Akin ("The Church as God's Missional People").

<https://www.amazon.com/Those-Who-Must-Give-Account/dp/1433671190>
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<http://www.bhpublishinggroup.com/bhauthor/john-s-hammett>
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 Images for Benjamin L Merkle (Editor)

Page 178

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<http://apps.sebts.edu/FacultyInfo/FacultyPage.cfm?id=%29%23%2AW%22R S%22K%2A%3D4%0A>
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<http://www.topbibleverses.com/bible-verses-about-censorship>
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<https://bible.org/seriespage/lesson-16-biblical-church-discipline-matthew-1815-17-1-corinthians-5>
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<https://www.gotquestions.org/church-discipline.html>
<https://www.9marks.org/article/church-discipline-primer/>
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<https://www.biblestudytools.com/bible-study/topical-studies/7-thoughts-on-church-discipline.html>
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https://www.openbible.info/topics/seek_counsel
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