

# Streamlined Administration Model Report to Church Council

First United Methodist Church West Lafayette IN.

Mandate from Fruitful Congregation Process.

From the West Lafayette First United Methodist Church Consultation Report October 16th, 2014

## **DEVELOP AN EFFECTIVE LEADERSHIP SYSTEM**

“The team will explore streamlined administration models that support the following functions:

Governance Board – role is policy and accountability

Pastor – role is leading via the vision

Staff (paid and unpaid) – role is managing

Members – role is ministering”

## Executive Summary

It is the position of this team that FUMCWL convert from the current leadership structure to one that is based on a single council model. This model has proven success in other United Methodist Churches and has been endorsed by the Bishop and the Cabinet. Key components are:

- A Governance Board to provide Directional Leadership
- Senior Pastor
- A Church Administrator to manager all operations of the Church under the direction of the Governance Board and the Senior Pastor

We believe that the new model will improve the effectiveness of FUMC in achieving its mission and goals by:

- Making path to mission work clear
- Streamlining administrative task to make more time for ministry tasks
- Provide clear reporting structure so that decisions can be made quickly

## Why are we doing this

Some key intentions of this initiative are to:

- Change the emphasis of Church Member participation from details of administration through committee to becoming more actively involved in ministries as guided by the First Church Vision.
- Our focus becomes relationships instead of administration
- Provide clear processes for starting, maintaining, and evaluating Ministries
- Make lines of communication and accountability clear

## Team Members

- Don Caddy
- Chip Rutledge
- Jim Paine
- Jim Beatty
- Nola Gentry
- Matthew Swabey

## Process the Team Followed

The Streamlined team went through a lengthy process to arrive at our decision.

This included:

- Reading the book *Winning on Purpose* by John Edmund Kaiser
- Determining how to best implement the book in a connectional Church model
- Telephone conference with two Churches that have adopted a Streamlined model, Southport and Dayton
- Visited Southport Church and met with Sr. Pastor and Board Representative
  - Reported on success of their new structure
  - Talked about issues related to converting to new structure
    - Primary issue was Board disagreement over roles –
    - Need to be clear that board is governance not operational
- Conference call with Herb Buwalda from Clay United Methodist
- Meeting with Senior Pastor and Jack Hartman
- Meeting with current and retired Pastors
- Meeting with Church Staff
- Input from the Bishop on models that meet the Discipline.
  - Provided a guide to a single council model that complies with Discipline

## Governance Board – role is policy and accountability

The Governance Board oversees the mission, vision, and ministry of the church and holds the ministry areas accountable to their goals.

### Duties and Responsibilities

- Set and execute the vision of the Church
- Manage the long term planning
- Hire and evaluate Church Administrator with Senior Pastor
- Handle Human Resource grievance appeals
- Function as Trustees when needed for legal responsibilities
- Function as Officers of the corporation.
- Passionately support the pastor(s) who is achieving goals and staying within the rules.
- Write Guiding Principles designed to ensure that the mission of Jesus Christ is carried out within parameters acceptable to Jesus Christ.
- Guiding Principles consists of:
  - Objectives (Mission Principles) prescribing to the pastor the desired outcome.
  - Rules (Boundary Principles)
  - Keeping score (Accountability Principles) prescribing to the chairman of Governance Board how to:
    - Keep Governance Board accountable to Jesus Christ.
    - Maintain integrity of Governance Board
- Holds pastor accountable for fulfilling mission & respecting boundaries
- Function as SPRC to appointed pastors. Reward them appropriately.
- Does not lead the Servants or members.

### Accountability

- Did means fall within Guidelines?
  - Reward achievements
- Annual Church Conference
  - Governance Boards reports on
    - Status of vision and mission
    - Status of goals - Discuss successes and challenges
    - Vision and mission for the coming year
    - Report on 5-year plan
    - Nominate new Governance board members
  - Church Conference votes to accept or reject slate of Governance board nominees

## Governance Board Makeup

- 9 lay people
- 3 classes of 3 people serving 3 year terms
- Maximum of 2 consecutive terms not to exceed 6 years
- Treasurer is selected by the Governance Board and serves at the will of the Board.
- Senior Admin is a non-voting member
- Senior Pastor is a voting member
- Officers
  - Chair
  - Vice Chair
  - Secretary
- Governance Board elects' officers annually to 1 year terms with the exception of the Chair. The Vice Chair becomes the Chair to maintain continuity

## Positions required by [The Book of Discipline](#)

The following position are required to comply with [The Book of Discipline](#). A member of the Board may hold more than one position and the Chair may serve as the Chair for Trustees, SPRC, and Finance if the Board so chooses. Although it is our recommendation that these be distributed to take advantage of members with skills in those areas. The Board selects members with the intent of filling these roles and member assigned to the representative roles must be active in the area they represent during their time in this role.

- Council Chair = Governance Board Chair
- Sr. Pastor
- SPRC Chair
- Trustee Chair
- Finance Chair
- Treasurer
- Lay Leader/Lay Member of Annual Conference
- UMM Representative
- UMW Representative
- Young Adult Representative
- Youth Representative
- At-Large Member
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## Positions required by law for Corporation

FUMC is Incorporated in the State of IN and therefore must have:

- Chair = Governance Board Chair
- Vice Chair = Governance Board Vice Chair
- Secretary = Governance Board Secretary

### Requirements to be on Governance Board

- Member of the church for at least 2 years
- Attends services at least 75%
- Completed FUMC Leadership training program
- Complete board orientation after selection and before first board meeting

### Selection Process for Governance Board

- Board will interview all eligible candidates who have expressed interest in serving
- Board selects new members to maintain appropriate representation and skill set
- Board will present the slate of nominees to the Church Conference

### Selection Process for Governance Board – First Board Only

- Slate of candidate vetted and presented to Church Council by Lay Leadership
- Church Council votes on the slate
- Members are divided into 3 classes. The first two classes will have their term limits extended to allow for 2 full terms should they decide to continue

### Training program for Governance Board

- Same as the leadership class that is being developed
- Governance Board orientation system put together for new members of the board

### Meetings

- Meetings are public (Exception for meetings involving HR issues)
- Meetings are scheduled and dates published in advance
- Anticipate meeting 4-6 times per year (likely meeting monthly during first year to install new organizational structure)
- To comply with The Book of Discipline and legal requirements the meetings are opened and closed in at least 3 segments
  - Trustees
  - SPRC
  - Finance
- Recommended guidelines for meeting Agenda
  - 1/3 teaching/spiritual formation
  - 1/3 issues needing decision by Council
  - 1/3 monitoring progress toward goals

## Senior Pastor – role is leading via the vision

### Duties and Responsibilities

- Evaluate Administrator
- Spiritual Leader of the Church
- Leader of Worship
- Communicates and drives the Vision
  - Over-communicate up and down the org chart with Feedback loops, town hall meetings, surveys, etc.
- Leads periodic review and planning of Vision
- Provides spiritual support for paid and unpaid servants
- Evaluates Pastoral staff

### Accountability

- Accountable to the Governance Board

## Church Administrator

### Duties and Responsibilities

- Hire & fire subordinates IF in agreement with the senior pastor; Governance Board breaks a tie.
- Align responsibility, authority and accountability in the organization chart.
- Provides support for paid and unpaid Servants.
- Revise duties of existing personnel if necessary
- Governance Board approval required to remove positions previously defined by the Governance Board
- Evaluates all non-Pastoral paid and unpaid Servants
- Manages operations to support the vision (e.g.)
  - Facilities
  - Personnel
  - Processes
  - Legal (with consultation)
  - Insurance
  - Information Technology (Computers systems)
  - Audio Visual
  - Finances
  - Communications

### Accountability

- Accountable to the Senior Pastor and the Governance Board

## Paid and Unpaid Servants

### Duties and Responsibilities

- Goal-Setting for each of the tasks and ministries.
- For each Task or Ministry, they provide
  - Training
  - Resourcing
  - Accountability
  - Support – of the Ministry / Task Leaders and Teams to accomplish their tasks/ministries
- Accountable to the Church Administrator

### Members

- Engaged in Tasks or Ministries
- Individually or as part of a team
- Examples
  - Various Ministries
  - Small Groups
  - Landscaping

### Recommended Transition Plan

- Present to Church Council - August 2016
- Host Town Hall Meeting to review the plan – Between August and September Church Council Meeting
- Vote to take this plan to a Church Conference – Church Council Meeting September 19<sup>th</sup> 2016
- Church Conference Vote to accept the new administrative model – November 6<sup>th</sup>, 2016 (Note: this time has been set aside in order to get on the District Superintendents schedule. Church Conference will only take place in the event the Church Council votes to proceed)
- Nominate First Governance Board
- Church Council votes on First Governance Board
- Board convenes – November 2016
  - Develop operating plans
  - Begin search for administrator
- FUMCWL converts to new model January 1st 2017

### Related Documents

- Function Chart
- Governing Principles
- Developing a Ministry