

Session 1 REDISCOVERING CLARITY OF PURPOSE

Why clarity is so important.

- What do we mean by clarity of purpose?
 - Many pastors and church leaders are unclear about their purpose.
 - Many pastors and church leaders are unclear about how a church should function.
 - Many pastors and church leaders are unclear about how decisions are made and a sense paralysis overwhelms the church.
- Fog illustration
 - **The FOG slows our progress**
 - **The FOG raises our anxiety**
 - **The FOG causes confusion**
 - **The FOG causes collisions**
- THE RESULT IS CONFUSION AND A LACK OF FORWARD PROGRESS!
- Easy to fall into the pattern of maintaining what is. It is a very dangerous point of no return for most organizations and churches. (see Rediscover – Creative phase / management phase / defensive posture stage / decline toward death)

From Rediscover the Passion, the Promise, the Power

“Whether it is a grocery store, a small business, or even a local church, there are four developmental stages to any organization. As we understand this dynamic of organizational growth, we can get a glimpse of what happens to many churches as they move from growth to decline.

First is the creative growth stage. This is the time when a new idea, product, or service is launched. It is an exciting time of imagination, creativity, and high energy. It is also a time of rapid growth, when others are attracted as customers or participants in the new organization.

Then comes the management stage. Those who began this new venture realize that there is now a customer base to service. Records must be kept and inventories managed. Attention is diverted from growth and creativity to management and stock. Growth slows markedly.

Third comes the defensive posture stage. This is the time when the leaders of the organization or business realize that they are no longer on the “cutting edge.” They are being passed by. New entrepreneurs are on the scene who are attracting customers because they have focused on the needs of the customers and have approached them accordingly. Proprietors of third-stage organizations justify their failures through statements such as, “Well, they have more money behind them”; “They have a better location”; “They have a better quality of customer”; “They are more concerned about quantity than quality.”

The final stage is the decline toward death. This is the inevitable consequence of the thinking described in stage three—unless a decision is made to rediscover the purpose of the

organization. When rediscovery happens, a new commitment is made to utilize creativity, imagination, and growth principles. Without a decision to rediscover the purpose of the organization, the process of decline will accelerate. The good news is that almost any organization can experience rebirth and new vitality when a decision is made to begin the necessary course corrections." [end quote]

We need to constantly remind ourselves that we are the ones to whom the Gospel of Jesus Christ is entrusted in **THIS PRESENT GENERATION!** The Billy Graham generation has nearly all passed away. 69-year-old pastor Rick Warren has retired.

It's not that God's church has a mission. God's mission has a church!

The Purpose of the Church: Continuing the Anointed Work of Jesus

Luke 4:18-19 presents a powerful declaration of Jesus' mission when he stood in the synagogue at Nazareth. It serves as a foundational scripture for understanding the mission of the Church, highlighting the responsibility to carry on what Jesus declared he was anointed to do. In these verses, Jesus reveals His divine purpose, emphasizing the Church's role in continuing His redemptive work. This essay explores the significance of Luke 4:18-19 in shaping the mission of the Church and how it is called to carry on the anointed work of Jesus.

The Anointed Mission of Jesus

In Luke 4:18-19, Jesus quotes from the book of Isaiah, saying,

"The Spirit of the Lord is upon me because he has anointed me to proclaim good news to the poor. He has sent me to proclaim liberty to the captives and recovering of sight to the blind, to set at liberty those who are oppressed, to proclaim the year of the Lord's favor" (ESV).

This proclamation was Jesus' declaration of His divine mission on Earth, revealing the heart of God's plan for humanity's redemption.

1. **Proclaiming Good News to the Poor:** Jesus was anointed to bring hope and salvation to the spiritually impoverished. The Church is tasked with continuing this mission by sharing the gospel and demonstrating God's love and compassion to those in need, both materially and spiritually.
2. **Proclaiming Liberty to the Captives:** Jesus aimed to set people free from the bondage of sin and darkness. The Church carries on this mission by leading individuals to freedom through faith in Christ, teaching them to walk in righteousness and deliverance from addictions and sinful lifestyles.
3. **Recovering Sight to the Blind:** Jesus gave physical sight to the blind, symbolizing His power to bring spiritual enlightenment and understanding. The Church's mission includes guiding people out of spiritual darkness, helping them see the truth of God's Word and His redemptive plan.
4. **Setting at Liberty Those Who Are Oppressed:** Jesus desired to free people from all forms of oppression, including societal injustices and spiritual burdens. The Church is

called to address social issues, advocate for justice, and provide support to those who are oppressed, as well as offer spiritual healing and deliverance.

5. **Proclaiming the Year of the Lord's Favor:** This signifies the acceptance and reconciliation offered by God through Jesus. The Church's mission involves declaring God's grace, reconciliation, and the hope of eternal life that Jesus brings.

The Church's Role in Continuing Jesus' Anointed Work

The mission of the Church is intrinsically tied to Jesus' mission as outlined in Luke 4:18-19. To carry on what Jesus declared He was anointed to do, the Church must actively engage in various aspects:

1. **Evangelism and Discipleship:** The Church is commissioned to proclaim the gospel to all nations, inviting people to experience salvation through faith in Jesus Christ. Additionally, discipleship ensures that believers grow in their understanding of God's Word and are equipped to share the good news with others.
2. **Social Justice and Compassion:** Jesus' mission included addressing the needs of the marginalized and oppressed. The Church is called to advocate for justice, alleviate suffering, and provide assistance to those in need, reflecting the love and compassion of Christ.
3. **Spiritual Healing and Deliverance:** Just as Jesus healed the sick and cast out demons, the Church is empowered to pray for the sick, offer spiritual guidance, and provide support for those battling spiritual strongholds.
4. **Teaching and Preaching:** The Church is tasked with teaching the Word of God, helping people recover their spiritual sight by revealing the truths of Scripture. It is through the preaching and teaching of the Word that individuals can encounter God's grace and truth.

Conclusion

Luke 4:18-19 encapsulates the core of Jesus' anointed mission, emphasizing His role as the Messiah and Savior of the world. The Church, as the body of Christ on Earth, is entrusted with the continuation of this divine mission. Through evangelism, compassion, social justice efforts, and spiritual ministry, the Church embodies and perpetuates the anointed work of Jesus. By doing so, it fulfills its purpose to proclaim the good news, bring liberty to captives, restore sight to the blind, set free the oppressed, and declare the year of the Lord's favor, ultimately extending God's love and grace to a broken world.

Continue with thoughts about how these responsibilities of the church described in Luke 4:18-19 precede the assignment of the Great Commission.

The responsibilities outlined in Luke 4:18-19, often referred to as Jesus' Nazareth Manifesto, indeed precede and form the foundation upon which the Great Commission, found in Matthew 28:19-20, is built. Understanding this chronological and theological progression is essential in comprehending the Church's role in continuing the anointed work of Jesus.

1. **Preparing Hearts for the Great Commission:** Before the disciples were given the Great Commission, they needed to grasp the essence of Jesus' mission. Luke 4:18-19 served as the initial framework for them to understand why they were called to go and make disciples of all nations. It illuminated the purpose behind their commission – to bring salvation, liberation, and healing to humanity, ultimately pointing to Christ's redemptive work.
2. **Teaching and Discipleship:** In Luke's account, Jesus spent time teaching, healing, and ministering to individuals, nurturing them in their understanding of God's kingdom and His redemptive plan. This teaching was foundational for the disciples' ability to fulfill the Great Commission, as they needed a firm grasp of the gospel message to effectively teach and make disciples.
3. **Compassion and Empathy:** The Church's responsibility to proclaim good news to the poor, bring liberty to captives, recover sight to the blind, and set the oppressed free fosters a compassionate heart and empathetic spirit within believers. These qualities are vital when engaging in the Great Commission, as they enable the Church to approach diverse cultures and individuals with love, understanding, and a genuine desire for their well-being.
4. **Social Justice and Advocacy:** Addressing societal injustices and standing up for the oppressed aligns with Jesus' mission in Luke 4:18-19. This proactive stance against injustice prepares the Church for the broader global mission outlined in the Great Commission, where believers are called to make disciples from every nation. Advocating for justice and equality demonstrates the Church's commitment to God's heart for all people.
5. **Spiritual Healing and Deliverance:** The Church's role in spiritual healing and deliverance is foundational in preparing disciples for the Great Commission. Just as Jesus set people free from spiritual bondage, believers must have a deep understanding of spiritual warfare and the authority they have in Christ. This understanding equips them to minister effectively to people from various backgrounds, cultures, and belief systems.

In summary, the responsibilities outlined in Luke 4:18-19 serve as a critical prerequisite for the Great Commission. They shape the character, mission, and readiness of the Church to fulfill Jesus' command to go and make disciples of all nations. The Church's ability to carry on what Jesus declared He was anointed to do is not a separate endeavor from the Great Commission but rather the very foundation upon which it is built. By embracing these responsibilities, the Church continues the anointed work of Jesus and fulfills its divine mandate to bring salvation, healing, and hope to a world in need, ultimately drawing all nations into a loving relationship with God.

A MISSION STATEMENT IS A PURPOSE STATEMENT DEFINING WHY WE EXIST.

Development of a Mission Statement?

To develop a comprehensive, biblical mission statement, take the following four steps:

Step #1: Determine the church's mission.

Ask: What are we supposed to be doing according to the Bible?

The answer for a church is the Great Commission. It must be at the core of every church's mission statement.

Step #2: Articulate the Mission in writing.

Ask: What is the simplest, most powerful and most memorable way to articulate the mission statement? Most people don't understand Matthew 28:19-20. They have different definitions of a disciple. Therefore, you will need to personalize the Great Commission for your church. An example is the mission statement of Willow Creek Community Church in Chicago, Illinois:

"Our mission is to turn irreligious people into fully devoted followers of Jesus Christ." Note that Willow defines a mature disciple as a "fully devoted follower of Jesus Christ." How would you define a disciple for your church?

Step #3: Personalize your Mission.

Ask: Is your mission statement broad but clear?

Show your mission statement to some of your people. Do they understand it?

Step #4: Wordsmith the Mission

Ask: Is your mission statement short and memorable?

Can you remember your mission statement? After you show it to others, do they remember it?

Step #5 Keep the Mission short and memorable.

Ask: Will the Mission statement fit on a t-shirt?

How Do You Effectively Communicate Your Mission Statement?

It's imperative that church leaders give some thought to how they'll communicate their mission. Your church might develop the finest, most biblical mission of any church that's ever existed. However, if you don't communicate that mission to the present congregation as well as your potential congregation -those who're thinking about coming on board, then it does you no good.

The following are some ways to communicate your mission.

1. Your life communicates your mission. Remember that people are watching you. You must live or incarnate the mission.
2. Place the mission statement in a frame or on a banner and put it in a place where all can see it.
3. Condense the mission into a slogan and put it in the bulletin, on stationery, etc.
4. Put your mission on wallet-sized cards and give them to all your people to keep with them.
5. At a meeting, ask the congregation to take out a scrap of paper and write the mission on it. When finished, ask them to place it in their wallets or purses. Every time they go into them, they will see the scrap and be reminded of the mission.
6. Put your mission on T-shirts and give them to your people.

3 Illustrations: Indiana church - "We exist to show people who Jesus is!"

Willow Creek Community Church in Chicago, Illinois:

"Our mission is to turn irreligious people into fully devoted followers of Jesus Christ."

First Church, St. Joseph: Restoring God's Ideal

From the website:

It's simple. First Church seeks to make a difference in our world for Jesus Christ by connecting people to God and letting God transform lives. First Church believes it's important to be a bridge to each other, our community, and the world.

First Church is committed to igniting Christ's passion in everyday people to restore God's ideal.

First Church is a multi-generational church. Jesus is our focus and our source is the Bible. First Church is far more concerned about faithfully living out the call of the Gospel, being a bridge to our community than we are about being a club.

First Church actively seeks to serve our community, not just attract the community to come to church. The Church is who we are, not a Sunday event we attend.

The mission / purpose is supported by VALUES.

Once we agree on this foundation –the purposes of God being fulfilled by his people, the church, it will shape our values.

You've heard it said that a person's values are known by looking at their calendar and their bank account. It's where you spend your time and how you spend your money.

What is a Core Value?

1. Core values are constant.

They are long-lasting and thus change very slowly (takes two or three years to change). What are the implications of this for Revisioning churches?

2. Core values are passionate.

They stir your emotions. You feel strongly about them. What stirs your emotions? What stirs your peoples' emotions?

3. Core values are beliefs.

They are values that you hold as true.

4. Core values drive actions.

They dictate the church's actions -what it does and doesn't do.

Why are values so important?

- 1. They determine the direction for the church.**
- 2. They dictate and explain why the church does what it does?**
- 3. They form the basis for every decision that you make.**

What do values do for us?

- 1. They determine ministry distinctive.**
- 2. They dictate personal involvement.**
- 3. They communicate what's important.**
- 4. They influence overall behavior.**
- 5. They inspire people to action.**
- 6. They enhance credible leadership.**
- 7. They shape ministry character.**

What are the Different Kinds of Values? (ice cream illustration)

1. **Values can be conscious or unconscious.**

Leaders must move values from the unconscious level to the conscious level so that they are aware of them.

2. **Values may be shared or unshared.**

Shared values in a ministry results in common cause and ministry success. Unshared values result in all kinds of problems. Make sure that people understand and share the church's values.

3. **Values exist at a personal and an organizational level.**

4. **Values may be actual or aspirational.**

The values that the church actually practices are its actual values. The values the church doesn't but should practice are aspirational. For many churches, evangelism is an aspirational value. You should be aware of which is which and move the church toward adopting healthy, biblical values (Acts 2:42-47).

5. **Some values are strong while others are weak.**

Strong values are held broadly and intensively.

When I was the Lead Pastor in St. Joseph, we settled on the following values which we called the five Gs'. We wanted these values to be reflected in everything we did as a church.

- GRACE
- GROWTH
- GROUPS
- GIFTS
- GENEROSITY

I preached about these values, and we shaped our ministries to conform to them.

Session 2 REDISCOVERING A CLEAR INSPIRING IMAGE

The Power of an Inspiring Image: Imagining a Better Future Together

When the people see an exciting future ahead, thrilling times await!

Introduction

In the world of organizational leadership and communication, the term "vision" has long been used to describe an organization's future aspirations and goals. However, as language and communication evolve, it's essential to explore alternative expressions that capture the essence of purpose and direction effectively. One such alternative is the concept of an "inspiring image." Let's delve into the power of an inspiring image and how the words "image" and "imagine" share similar transformative potential within the context of a group experience.

The Essence of an Inspiring Image

An inspiring image is more than just a visual representation of an organization's future; it is a vivid, emotionally charged depiction that ignites passion, purpose, and commitment among its members. Just as a compelling painting or photograph can evoke strong emotions and convey powerful messages, an inspiring image serves as a source of inspiration and guidance for the organization's journey ahead.

An inspiring image is not static; it evolves with time and adapts to changing circumstances. It is a dynamic force that aligns the collective imagination of an organization's members, providing a shared mental picture of the desired future. This mental image serves as a constant reminder of what the organization aspires to achieve and the impact it seeks to make on the world.

The Power of "Image" and "Imagine"

The words "image" and "imagine" share a common root, and their connection goes beyond mere linguistic similarity; it reflects the profound connection between the power of visualization and the potential to manifest change. Let's explore how these words can work together to create a transformative group experience.

Image provides Inspiration: An image, whether visual or mental, has the power to inspire. When an organization presents an inspiring image, it taps into the human capacity to be moved by something greater than oneself. It stirs emotions, fuels motivation, and propels individuals and groups toward action.

To Imagine is to tap into God-given power of Creation: "Imagine" is a call to create, innovate, and bring forth the future. When an organization encourages its members to imagine, it invites them to participate in the co-creation of the envisioned future. The act of imagining is not passive; it is a catalyst for innovation and transformation.

Shared Imagination: The real power emerges when an organization fosters a shared imagination among its members. When individuals collectively imagine a better future, they create a shared vision that unites them in purpose. This shared vision becomes a driving force, guiding decisions and actions toward the desired outcome.

Resilience and Adaptation: The dynamic nature of an inspiring image allows for resilience and adaptation in the face of challenges. When individuals and groups can collectively imagine alternative paths to the desired future, they become more adaptable and better equipped to overcome obstacles.

HOW NEW LANGUAGE HELPS US...

In the evolution of organizational language, the shift from "vision" to "inspiring image" represents a move towards a more dynamic, emotionally engaging, and participatory concept. An inspiring image is not confined to a single statement but embodies a shared mental landscape that fosters inspiration, innovation, and collaboration.

Furthermore, the connection between "image" and "imagine" highlights the importance of collective imagination in shaping the future. By inviting individuals and groups to imagine and co-create the future they desire, organizations harness the creative power of their members, enhancing their capacity to turn dreams into reality.

In the journey toward achieving a collective purpose, fostering an inspiring image and encouraging shared imagination are powerful tools that can unite people, ignite their passion, and guide them toward a better future. In this way, the power of an inspiring image and the act of imagining together can shape the destiny of organizations and their impact on the world.

INSPIRATION FROM BIBLICAL CHARACTERS

The Bible contains numerous examples of leaders who inspired people with a vision for a better future. Here are a few notable biblical figures who displayed visionary leadership:

Jesus Christ:

Jesus, as the Son of God, had a profound vision for the redemption and salvation of humanity. His teachings and ministry focused on the Kingdom of God, emphasizing love, forgiveness, and eternal life.

Moses:

Moses is one of the most prominent visionary leaders in the Bible. He led the Israelites out of slavery in Egypt, guided them through the wilderness, and laid the foundation for their journey to the Promised Land.

Moses' vision was to lead the Israelites to a land flowing with milk and honey, where they could worship God freely and live in prosperity.

Joshua:

After Moses, Joshua took up the mantle of leadership and led the Israelites into the Promised Land, fulfilling the vision Moses had set before them.

Joshua's vision was to conquer the land of Canaan and establish the Israelites as a settled nation.

King David:

David, a shepherd boy who became Israel's greatest king, had a vision for a unified and prosperous kingdom.

He established Jerusalem as the capital and desired to build a magnificent temple for the worship of God.

Prophets like Isaiah and Jeremiah:

These prophets conveyed God's vision for repentance, righteousness, and restoration to the people of Israel.

Isaiah prophesied about the coming Messiah and a future of peace and justice.

Nehemiah:

Nehemiah served as a cupbearer to the Persian king but was burdened by the state of Jerusalem's walls and the suffering of his people.

Nehemiah's vision was to rebuild the walls of Jerusalem to provide security and restore the city's honor.

Esther:

Esther, as a Jewish queen in Persia, risked her life to save her people from extermination.

Her vision was to preserve the Jewish people, and she displayed remarkable courage in carrying out that vision.

The Apostle Paul:

Paul had a vision of spreading the message of Christ to the Gentiles and establishing Christian communities throughout the Roman world.

His missionary journeys were instrumental in the early growth of Christianity.

These biblical leaders not only had visionary goals but also demonstrated faith, courage, and perseverance in pursuing those visions. Their stories continue to inspire people to this day, encouraging them to have faith in God's purposes and work toward a better future based on principles of justice, love, and righteousness.

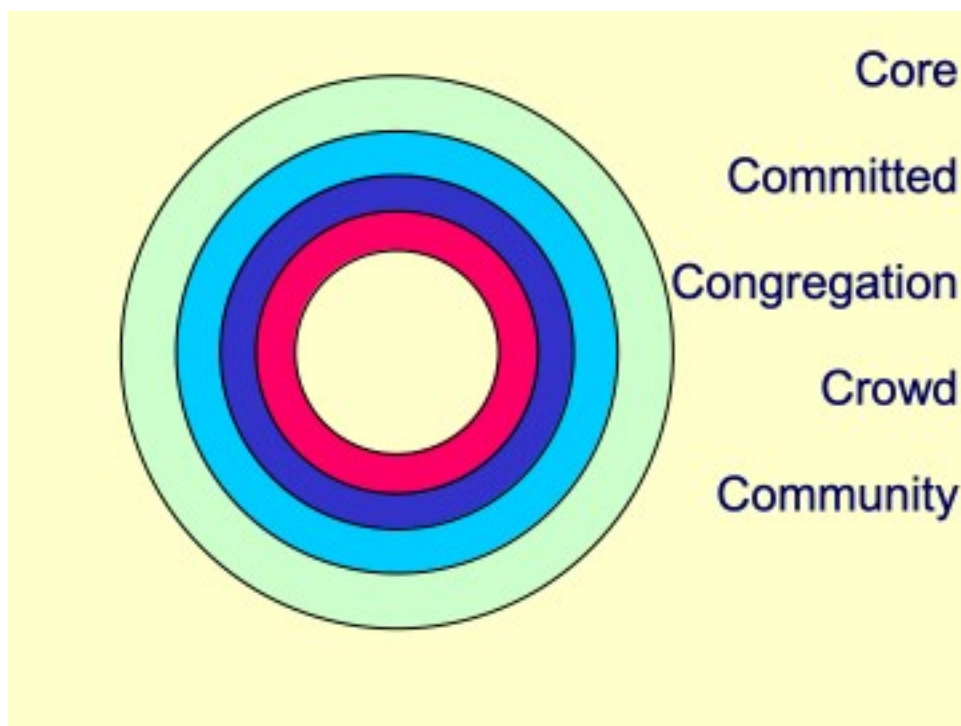
Preparation for Strategic Planning

- "Fighting Fires" vs Planning for the future
- It is a Process
- No Perfect Plan
- A Series of Small Moves
- Things are not as bad as you fear nor as good as you'd like

Basics of Strategic Plan

- Clearly Stated Mission, Vision & Core Values
- Consistent Communication
- Honest Assessment
- Develop a support for changed behavior
- Goal Setting Sessions

Who will help you develop the vision / inspiring image?



SLIDE: THERE'S A FORMULA FOR THAT!

Principle #1

The strength of the church is not just the size of the crowd but the size of the core!

Principle # 2

You always build a church from the outside in, never the inside out.

(see chapter – Just Imagine!)

Session 3 ACHIEVING CLARITY OF OUR PLAN

Write it down!

“Then the Lord said, ‘Write the vision down and make it plain on tablets so that those who read it may run with it... if it lingers, wait for it. It will come ...but the righteous will live by faith.’”
Habakkuk 2:2-4

Lessons from Habakkuk

1. You must write your vision down.
2. You must make it plain to read.

(Print out and hold up a copy of the 1994 vision / St. Joseph)

Talk about it - explain how it changed me as a leader, how it changed our team, and how it changed our church.

3. If you do, people can run with it.
4. In vision, timing is everything.
5. Wait for your vision to emerge.

An effective inspiring image is...

1. **Imaginable** -it conveys a picture of what the future will look like.
2. **Desirable** -it appeals to the long-term interests of the church.
3. **Feasible** -it is comprised of realistic, attainable goals.
4. **Focused** -it is clear enough to provide guidance in decision-making.
5. **Flexible** -it is general enough to allow individual initiative.
6. **Communicable** -it is easy to communicate.

Partnership and Ministry Teams

MEMBERSHIP OR PARTNERSHIP?

At First Church of God, we don't have "Memberships"; we have something called "Partnerships." These two ideas are quite different.

As the Church of God Reformation Movement started in the United States, it took a strong stand against the idea of formal church membership. They noticed that many folks believed that simply being a member of a church meant they were saved. But the Church of God believed, and still believes, that salvation comes from a personal decision to follow Jesus, not from just joining a church. So, if you say you've accepted Jesus as your Savior and Lord, we consider you a part of God's universal church, the church of God.

Membership typically suggests that you have certain rights and privileges in an organization. For instance, if you're a member of a gym, you expect certain services and benefits in exchange for your fees. In the membership mindset, you're like a customer who expects to get something in return. Membership often brings with it the idea of entitlement.

On the other hand, partnership is a whole different way of thinking. When you're a partner, you see yourself as someone who is dedicated to helping an organization grow and improve. Imagine you and I decide to become partners in a business. We'd both expect to put in equal effort and make sacrifices for the success of our venture. Your partnership depends on your commitment and your desire to see our business thrive. If one partner only cared about their own profits, it would violate the partnership concept.

These principles apply to our church too. There's a big difference between seeing yourself as a "member" of a church and as a "partner" in its mission. So, for those who worry that our lack of formal membership might mean less commitment, I can say with enthusiasm that we're not looking for mere membership; we're asking for true "partnership."

BUILDING MINISTRY TEAMS (slides)

- Random arrows
- Aligned arrows
- Aligned arrows -clear understanding of our calling

HOPE MINISTRY TEAMS (SLIDES -2)

Q and A

Session 4 ACHIEVING CLARITY OF OUR DECISION EMPOWERMENT

Why church leaders are frustrated.

We can all relate to too many meetings and a lack of clarity about decision making that leave pastors and board/committee members at their wits end.

Understanding the hallmarks of healthy decision-making.

In many churches roles and responsibilities are confused. Often it appears the pastor and staff minister, the congregation governs, and the board leads and manages.
There is a better way!

Planning for a better way.

Think about your congregation's future in terms of a Board that works with pastoral leadership to imagine the future, and to hold the pastor accountable to lead in a way in which that vision is fulfilled.

Communicating the need for change

Once leaders begin planning the look of the new structure and fine-tuning it, the very important task of communicating with the congregation remains.

Here's the pathway I discovered. These are the steps to a healthy decision-making culture.

1. Recognize the **frustration**.
2. **Understanding** why frustration exists.
3. **Planning** for a better way. This means getting educated about healthy governance.
4. **Communicating** the ideas and plans to the constituency.
5. Working toward a positive **decision** by the voting constituency.
6. **Implementation** and refining, training and adapting to a new way of working together.

Basic principles

PASTOR LEADS

BOARD GOVERNS

STAFF MANAGES

PEOPLE MINISTER

(show Bibliography)

The existence of many competing demands and expectations underscores the necessity of a clearly defined sense of purpose.

IT CANNOT BE EMPHASIZED TOO STRONGLY

The leadership of a local church must be **CLEAR** about the purpose and God's specific calling for the local church.

A wise board and pastoral team should regularly revisit and clarify the sense of purpose for your congregation.

What is God calling us to do in this community?

These clear statements are called ENDS

The Board's relationship to the mission

The Board's primary purpose is to work with the pastor in establishing the missional priorities, then holding the pastor accountable for the fulfillment of those priorities as it governs and removes the roadblocks and hurdles that hinder progress.

The Board's relationship to the Lord

- Each member makes space and time in your life for encounters with Jesus.
- Each member prays for our church, our ministry leaders, and our pastors.
- Board members remember they are selected as spiritual leaders among the congregation, thus circulate among the congregation seeking to reflect Jesus in word, thought, and deed.

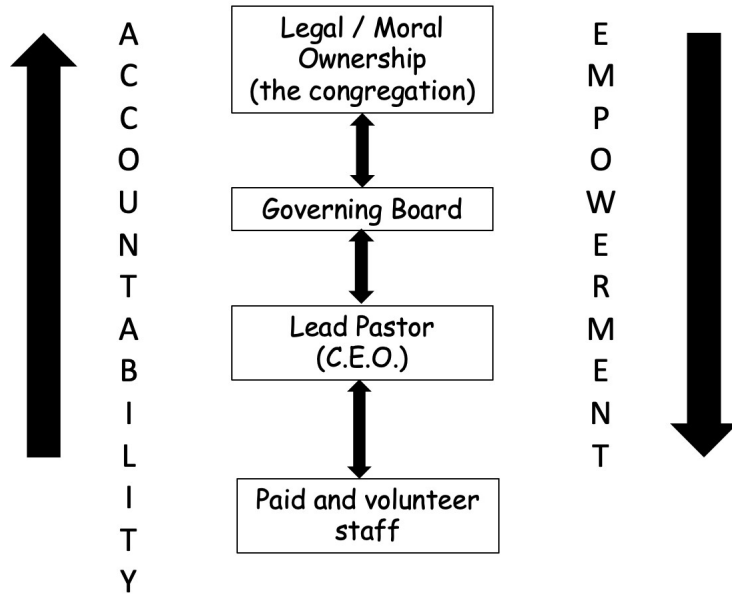
The Board's relationship to the people

Board members serve as examples of those who make the mission of Christ through your church their highest priority. This commitment is demonstrated by giving the mission first place in

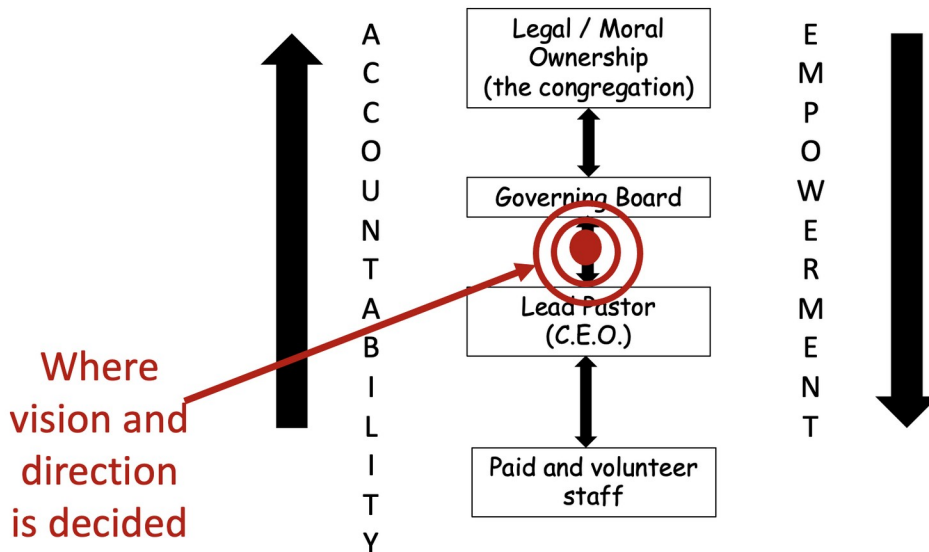
- **TIME** commitment
- **TALENTS** and abilities dedicated to the mission
- **TREASURE** and financial stewardship (10% tithe) committed to the ministry

The Board's relationship to the organization

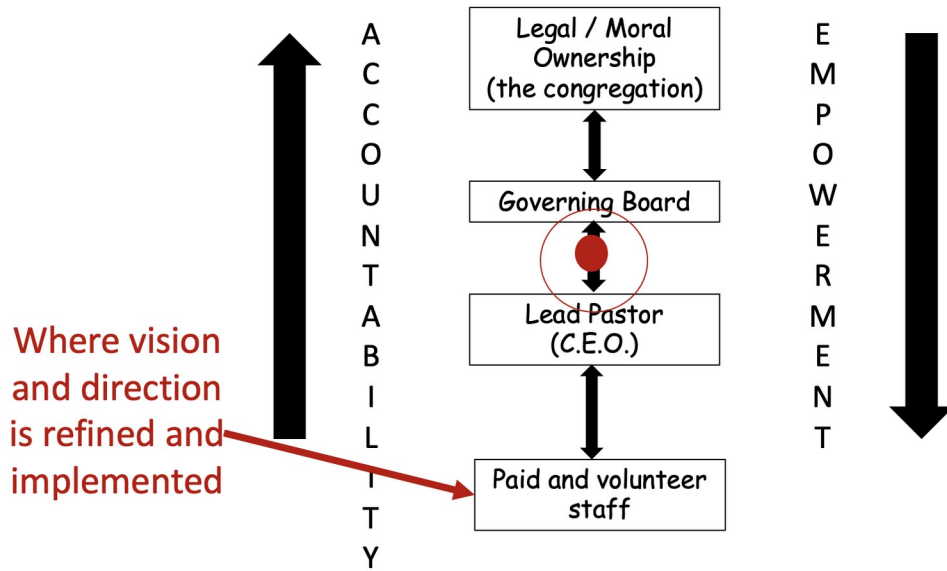
OVERVIEW OF THE GOVERNANCE / ACCOUNTABILITY SYSTEM



OVERVIEW OF THE GOVERNANCE / ACCOUNTABILITY SYSTEM



OVERVIEW OF THE GOVERNANCE / ACCOUNTABILITY SYSTEM



The Board's relationship to the congregation

Board members are NOT at the table as representatives of all those who lobby them!

The Board's relationship to the pastor

Consider the difference between these two approaches:

1. The board members represent the people to the pastor.
 2. The board members represent the pastor to the people.
-
1. The first statement leads to a situation where board members are piling complaints and concerns for the pastor to address. This is a reactive approach.
 2. The second statement depends on the board to help cast vision and advance the mission. This is a proactive approach demonstrating board solidarity with the pastor.

In church governance the board must balance two important responsibilities:

TO GOVERN and **TO ADVISE**

What the pastor seeks from the Board is NOT permission, but perspective.

Important ground rules

The Board speaks with one voice, or it should not speak at all.

- Individual members are not empowered to speak "on behalf of the board"

The Board does not exist when it is not in session.

- Members have no governing function when socially connecting with congregants.

The Board should follow a perpetual agenda.

- These are items that must be addressed each year. Reviews, planning, housing allowance, audit reports, etc.

The Board should schedule orientation meetings once each year.

- This provides Board education for new members as well as refresher of principles for ongoing members.

PERPETUAL AGENDA = yearly responsibilities

THE LIST INCLUDES, BUT IS NOT LIMITED TO:

- **Budget preparation**
- **Annual report to congregation**

- **Senior Pastor Review**
- **Vision and progress planning retreat**
- **Orientation session for new and existing members**
- **Approval housing allowance (per Federal IRS requirements)**
- **Receive and review audit reports.**

Perpetual agenda items should be accomplished at specific times during each annual cycle of board meetings.

Guiding Principles = Executive Limitations

WHY THE PRINCIPLES ARE WRITTEN IN THE NEGATIVE TONE, STATING THE EXECUTIVE “SHALL NOT.”

THE LIST INCLUDES, BUT IS NOT CONFINED TO:

- **Responsibilities to the congregation**
- **Relationship with the Board**
- **Oversight of personnel**
- **Oversight of financial resources**
- **Oversight of church property and assets**

Quarterly reports to the governing board should contain evidence of compliance to these expectations of the governing board.

CORE ESSENTIALS

A strong healthy board creates a strong healthy church

1. Use words wisely – board members have a virtual megaphone!
2. Support the ministry through attendance and participation.
3. Educate yourself about governance and best practices.
4. Guard your spiritual health and growth.
5. Show concern for your pastor’s spiritual health and growth.
6. Participate in caring for the members of the congregation by prayer and conversation.

PITFALLS TO AVOID

1. Lack of board orientation and training
2. Slipping back into managing instead of governing (show governance chart)
3. Failure to value the benefit of nonresident board members
4. Pastor neglectful of communicating decisions (show communication schematic)
5. Board members feeling disconnected
6. The erosion of collaboration
7. Failure to establish evaluation benchmarks for performance reviews
8. Failure to seek legal review