



Church Governance Structure
in 21st Century

**WHAT IS THE PURPOSE,
THE BUSINESS, THE CALLING
OF THIS CHURCH?**

VISION/PURPOSE IS ASPIRATIONAL, FUTURE
DOES NOT CHANGE MUCH
WHO DO WE ASPIRE TO BE?

MISSION/CALLING IS PRACTICAL, PRESENT
CAN CHANGE TO BE RELEVANT TO THE DAY
WHAT DO WE DO TO IMPLEMENT OUR VISION

DOES THE CHURCH EXIST FOR ITSELF OR
FOR OTHERS?

DOES THIS CONGREGATION WANT TO BE
A CUSTOMER SERVICE CHURCH OR BE
CHRIST IN THE WORLD CHURCH?

HOW DO WE STRUCTURE, FINANCE,
STAFF, BUILDING - USE OUR
RESOURCES TOWARD OUR VISION
AND MISSION?

HISTORICAL CONTEXT

- Early church in the year 300s was separate from culture, with unique identity
 - countercultural minority
 - outside world hostile to church
- In the years 300+ church became a state religion, an establishment, an institution
 - unclear lines between religion and state
 - church and empire – equal
 - uniformity of faith and same belief. unity.

HISTORICAL CONTEXT – PHYLLIS TICKLE

- Every 500 years a garage sales happens in the Church – in which it trots out all things and sorts what should be kept and discarded.
 - Around 300+ Church became a state religion
 - Year 1054 – Council of Chalcedon to decide the core of being Christian. Division of Eastern & Western Christianity
 - Year 1517 – The Protestant Reformation
 - Year 2000 – Church is transforming....

HISTORICAL CONTEXT – HARVEY COX

- Age of faith – the people of the way
- Age of belief – uniformity of belief, religion & state, sacred & secular unclear, creeds & faith statements
- Age of spirit – experiencing god, religious pluralism, universal spirit

EMERGING PARADIGM SHIFTS– FAITH

FROM

Conversion

Civic faith

Good Christian

Head/reason

Good behavior

Exclusive

TO

Service

Transformation & healing

Experiencing god

Mystical spirituality

Meaning & connection

Inclusive

EMERGING PARADIGM SHIFTS - FAITH

FROM

Geographical boundaries

Belief

Talking about God

God is in heaven/distant

Faith is for future

Organization/institution

Supernatural god/magic

This is God's will

TO

Global community

Experience/walk

Experiencing god

God is within and in world

Faith is for today

Community/Organism

Transcendent god/mystery

Where is God in the world?

EMERGING PARADIGM SHIFTS- WORSHIP

FROM

Auditory worship

Formal worship

Sloppy worship

One style of music

Monologue

Paper

TO

Multisensory worship

Experiencing god

Quality worship

Variety & eclectic

Interactive

Electronic

EMERGING PARADIGM SHIFTS - GOVERNANCE

FROM

Board culture

Fragmented boards

Official/elected leadership

Nominating

Committees

Budget

Evaluating pastor

Represent larger group

Managing & maintaining

TO

Ministry culture

Unified/holistic purpose

Gifted leadership

Leadership/Gifts development

Teams

Ministry Resourcing plan

Also evaluating ministry of church

Using gifts and passion

Doing ministry, innovating...

EMERGING PARADIGM SHIFTS – LEADERSHIP

MAINTENANCE

Administer & oversee

Focus on systems

Short range view

Asks how and when

Criterion is bottom line

Does things right

Plans and budgets

Maintains stability, comfort

Efficiency and organization

VISIONARY

Innovate, create

Focus on gifts & passion

Longer term vision

Ask why - purposeful

Considers all possibilities

Does the right thing

Creates vision and strategy

New ways with outcome

Integrity and growth

EMERGING PARADIGM SHIFTS – BUDGET/MISSION

FROM

Raising the budget

Stewardship

Budget is about money

Mission is giving money

Surrogate mission far away

Annual campaign

Mission outreach

TO

Nurturing generosity

Giving & generosity

Budget is a resource for ministry

Partnership to heal/change

Local mission in backyard

Year long generosity

Partnering and engaging with

RECOMMENDED STRUCTURE

MISSIONAL – BASED ON MINISTRY

GIFT BASED

nurture gifts of the people & match them with needs of church
use spiritual gifts inventory

COMMUNITY ENHANCING

RELEVANT TO OUR DAY

PURPOSE OF NEW STRUCTURE

NOT TO JUST RUN THE CHURCH BUT
TO DO THE MINISTRY OF THE CHURCH
HEALING AND TRANSFORMING HEARTS
AND THE WORLD

THE THREE FUNCTIONS

GOVERNANCE

ADMINISTRATION

MINISTRY

GOVERNANCE

is the process which directs, oversees, & provides leadership on the overall ministry of the church

- always looks at the big picture/vision
- sets goals and policies
- evaluates ministries and programs
- manages, runs and sets parameters, “controls”
- clarifies and gives guidance

ADMINISTRATION

is the process which manages, maintains and runs the day to day practical business of the church (often by staff)

- does the practical work of maintaining/managing
- ensures that policies and parameters are followed
- prepares annual budgets and oversees them
- manages contracts and personnel policies
- evaluates staff and gives guidance on day to day administrative issues

MINISTRY

is the process which implements the calling, vision and mission of the church through hands on action

- serves, visits, attends to and cares for community & beyond
- continually strives to achieve and fulfill the calling/vision of the church through action
- does hands on work to make a difference – hospitality, visitation, mission, etc...
- offers care, healing, inspiration, challenge, comfort, dignity, justice, hope...

ROLE OF COUNCIL IN “NEW” STRUCTURE

- The church council is the governing body of the congregation. It is not only a reporting to body.
- Is charged with leading and guiding the vision, ministry and the business of the church
- Ensures that church has current vision, mission, priorities, direction and follows it providing holistic vision for whole church
- Creates policies for managing and for efficient ministry
- Evaluates the ministries of the church to ensure that ineffective “programs” die so new and relevant ones can be born
- Partners with the pastor in leadership

ROLE OF ADMINISTRATION

- Administration and management are best done through policies, procedures and guidelines
- Staff, lay leaders and pastor can follow the same policies for efficacy of process and ministry
- Policies include: wedding policy, building use, funeral and memorial services, safe church, personnel and employment,
- Every role paid or unpaid should have clear job descriptions, hence clear expectations

ROLE OF MINISTRY

- Ministry is best done by creating clear job descriptions for all staff and all roles and positions in the church
- Job descriptions should list clear expectations and purpose
- Every staff and lay leader should know who they are accountable to
- The whole community should agree on the church's vision and mission and all ministry should focus and be directed toward accomplishing the mission
- Ministries should address needs and be relevant to the community

FOR SMALLER CONGREGATIONS

Worship &
Faith Formation
Ministry area

Communion, Tech,
hospitality, ushers, worship
team, faith formation

Care &
Community
Ministry area

Visitation, fellowship,
receptions, events,
hospitality,

Church Council
Elected

Mission
& Outreach
Ministry area

Volunteers with gifts per event

Resourcing the
ministry, Ministry
area

- *Finances – Treasurer
- *Building – Clerk
- *Staff/Human –Moderator
- *Nominating (leadership d
development) 3-4 persons
appointed by council –
Vice Moderator

Pastoral
Relations Team

Council appoints 3 members in
collaboration with pastor

Council: moderator, vice moderator, clerk, treasurer and 1 person each representing one of the four ministry areas. All Elected.

All the rest of ministries are carried on by non elected persons, volunteers with gift

As to Resourcing the Ministry– each officer is liaison to one of its areas

FOR LARGER CONGREGATIONS

Worship &
Faith Formation
Ministry Team

Communion, Tech,
hospitality,

Care & Community
Ministry Team

Visitation, receptions,
events, fellowship,
community building,
small groups

Leadership Council
Elected

Ministry Council
Elected

Mission
& Outreach
Ministry Team

Volunteers with gifts per
ministry

Resourcing the
ministry, Ministry
Team

- *Finances - Treasurer
- *Building - Clerk
- *Staff/Human –Moderator
- *Nominating (leadership d
development) 3-4 persons
appointed by council –
Vice Moderator

Pastoral Relations
Team

Council appoints 3 - 5members
in collaboration with pastor

Council: moderator, vice moderator, clerk, treasurer and persons representing the four ministry areas. All Elected.

All the rest of ministries are carried on by non elected persons, volunteers with gifts
As to Resourcing the Ministry– each officer is liaison to one of its ministry areas

NEW STRUCTURE

- Moves the church from an institution to a community
- Guides the ministry of the church through vision, mission and priorities
- Nurtures community as well as gifts of its people
- Provides accountability and checks and balances through job descriptions, and through evaluating the ministry of the pastor and the church at least annually.
- Relevant to our day - allowing people to serve according to their gifts and availability




ROLE OF PASTOR & LEADERSHIP

- Pastor and leadership are partners
- Pastor and moderator/president collaborate in leadership
- Role of the pastor is to lead collaboratively.
- Relationship of pastor and congregation is covenantal
- Leadership is not about pleasing people but listening, responding, visioning, guiding, leading, innovating... listening to the spirit.
- Visioning and directing the ministry
- Evaluating the ministry of the church

DECISION MAKING

- Does congregation run the church or do ministry?
- How are decisions made in congregational church? majority vote.
- Is representative democracy same as community? is it win-win?
- What kind of decisions? programmatic, administrative, business, staff, strategic, operational, governance, ministry
- Different decisions need to be made by different bodies
- Create channels of accountability not control/power
- Decisions involving personal taste & preference cannot be made by votes of the congregation

AGENDAS

- no old business/new business  consent and action agenda
- start with devotions  and centering & check-in
- surprises at council  no surprises, agendas received
- Reports are accepted by consent hence are consent agenda
- Action agenda is about decision making:
 - define and present the issue about which you will take action
 - discuss the issue
 - make decision – vote or consent
- define items on the agenda for clarity – informational, for discussion, for decision making, etc...

STEPS

PHASE 1:

- Appoint a governance restructuring team (GRT)
- Communicate the vision to others, step by step, then to the whole congregation

PHASE 2:

- Begin with small steps living into the new structure – agendas...
- Use spiritual gifts inventory

PHASE 3:

- Begin writing job and role descriptions, policies, etc...
- Begin writing constitution and bylaws

PHASE 4:

- Recruit officers and team leaders
- Have a congregational gathering – display all job descriptions for teams and roles
- Invite people to place their names where they think they have gifts
- Form teams

FOR SMALLER CONGREGATIONS

Worship & Faith Formation Ministry area

Communion, Tech,
hospitality, ushers, worship
team, faith formation

Care & Community Ministry area

Visitation, fellowship,
receptions, events,
hospitality,

Church Council Elected

Mission & Outreach Ministry area

Volunteers with gifts per event

Resourcing the ministry, Ministry area

- *Finances – Treasurer
- *Building – Clerk
- *Staff/Human –Moderator
- *Nominating (leadership d
development) 3-4 persons
appointed by council –
Vice Moderator

Pastoral Relations Team

Council appoints 3 members in
collaboration with pastor

Council: moderator, vice moderator, clerk, treasurer and 1 person each representing one of the four ministry areas. All Elected.

All the rest of ministries are carried on by non elected persons, volunteers with gift

As to Resourcing the Ministry– each officer is liaison to one of its areas

FOR LARGER CONGREGATIONS

Worship &
Faith Formation
Ministry Team

Communion, Tech,
hospitality,

Care & Community
Ministry Team

Visitation, receptions,
events, fellowship,
community building,
small groups

Leadership Council
Elected

Ministry Council
Elected

Mission
& Outreach
Ministry Team

Volunteers with gifts per
ministry

Resourcing the
ministry, Ministry
Team

- *Finances - Treasurer
- *Building - Clerk
- *Staff/Human –Moderator
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development) 3-4 persons
appointed by council –
Vice Moderator

Pastoral Relations
Team

Council appoints 3 - 5members
in collaboration with pastor

Council: moderator, vice moderator, clerk, treasurer and persons representing the four ministry areas. All Elected.

All the rest of ministries are carried on by non elected persons, volunteers with gifts
As to Resourcing the Ministry– each officer is liaison to one of its ministry areas

For the smallest congregations

Council/Consistory
Elected

Managing the
Resources

Committees or teams are replaced
with ministry projects and passions.

They are formed temporarily, as
needed and as gifted persons come
forward to lead them.

None are elected. The lead person
recruits a few others to collaborate.
Once the project is accomplished the
teams dissolves.

- *Finances – Treasurer
- *Building – Clerk
- *Staff/Human –Moderator
- *Leadership Development
(Nominating) – Clerk and
person at large

Pastoral
Relations Team

Council appoints 2- 3 members
in collaboration with pastor

Council: moderator, vice moderator, clerk, treasurer and 1 person at large. All Elected.

STEPS

PHASE 1:

- Appoint a governance restructuring team (GRT)
- Communicate the vision to others, step by step, then to the whole congregation

PHASE 2:

- Begin with small steps living into the new structure – agendas...
- Use spiritual gifts inventory

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