



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

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

HISTORICAL CONTEXT – PHYLLIS TICKLE

- Around 300+ Church became a state religion
- Since then every 500 years a garage sale happens in the Church – when church open old boxes sorts through what should be kept or discarded, etc...
 - Year 1054 – Council of Chalcedon to discuss 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

IN THAT CONTEXT WHAT ARE THE 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

IN THAT CONTEXT WHAT ARE THE 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?

IN THAT CONTEXT WHAT ARE THE 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

IN THAT CONTEXT WHAT ARE THE 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...

IN THAT CONTEXT WHAT ARE THE 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

IN THAT CONTEXT WHAT ARE THE 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 IS

MISSIONAL

BASED ON MINISTRY & GIFTS

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

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

Administration

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

Ministry

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

ROLE OF GOVERNING BODY IN “NEW” STRUCTURE

- The church Council/Consistory 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 for efficient management and 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 small congregations

Option 1

Council/Consistory
Elected

Managing the
Resources

Committees or teams are replaced with small ministry teams. Some ministry teams are long term, some are temporary as needed. They are formed 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 – Pastor
- *Leadership Development (Nominating) – Vice Moderator

Pastoral
Relations Team

Groups of 2 plus the officer. The 2 are not elected. Officer is.

Council appoints 2- 3 members in collaboration with pastor

Council: moderator, vice moderator, clerk, treasurer and no more than 3 person at large. All Elected.

For small congregations
Option 2

Leadership Council
Elected. Chaired by moderator.

Ministry Council
Heads of Ministry teams
Chaired by vice moderator. Meets
quarterly or every other month

**Managing the
Resources**

*Finances – Treasurer
*Building – Clerk
*Staff/Human – Pastor
*Leadership Development
(Nominating) – Vice
Moderator

Committees or teams are replaced
with ministry teams, 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.

**Pastoral
Relations Team**

Council appoints 2- 3 members
in collaboration with pastor

Groups of 3 plus the
officer. The 3 are not
elected. Officer is.

Council: moderator, vice moderator, clerk, treasurer and no more than 3 person at large. All Elected.

FOR LARGER CONGREGATIONS

1. Worship & Faith Formation
Ministry Team
2-5 persons

Communion, Tech, hospitality, Sunday School..

2. Care & Community
Ministry Team

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

Leadership Council
Elected

Ministry Council
Chaired by vice moderator
Optional. May gather quarterly

3. Mission & Outreach
Ministry Team

Mission, food bank, Justice ministry ...

Resourcing the ministry, Ministry Team

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

Groups of 3 plus the officer. The 3 are not elected. Officer is.

Pastoral Relations Team

Council appoints 3 – 5 members in collaboration with pastor

Council: moderator, vice moderator, clerk, treasurer and 3 persons representing the 3 ministry areas. All Elected.

Resourcing the Ministry – each officer, except Moderator is liaison to one of its areas, and the pastor is liaison to HR

The ministries are carried on by non elected persons, volunteers with gifts

FOR MEDIUM SIZE CONGREGATIONS

1. Worship & Faith Formation
Ministry area
2-3 persons

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

2. Care & Community
Ministry area

Visitation, fellowship, receptions, events, hospitality

3. Mission & Outreach
Ministry area

Mission, food bank, justice ministry ...

Church Council
Elected

Ministry Council
Chaired by vice moderator
May meet quarterly or every other month

Resourcing the
ministry, Ministry
area

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

Groups of 3 plus the officer. The 3 are not elected. Officer is.

Pastoral
Relations Team

Council appoints 3 members in collaboration with pastor

Council: moderator, vice moderator, clerk, treasurer and 3 persons representing the 3 ministry areas. All Elected.

Resourcing the Ministry – each officer, except Moderator is liaison to one of its areas, and the pastor is liaison to HR

The ministries are carried on by non elected persons, volunteers with gifts

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 does 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

- Begin with Centering and Check-in
- Second Item is Action Agenda which is about decision making:
 - define and present the issue about which you will take action
 - discuss the issue
 - make decision – vote or consent
- Third item can be reports, which can be received by consent
- Defining the agenda items clarifies – informational, for discussion, for decision making, etc...

NEW STRUCTURE ENTAILS

- Constitution – basic
- Bylaws – short description of how governance is structured
- Policies – practical job descriptions, and policies of how ministry is done

NEW STRUCTURE

- Moves the church from an institution to a community
- Guides the ministry of the church through vision, mission and priorities
- Nurtures The Gifts of the people and the community
- 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

HOW? 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 through updated 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

Enjoy the journey

Be grateful