

## *Frequently Asked Questions Regarding Structure*

### **1 What will the board structure look like?**

The senior pastor will be the leader of the congregation. His task is to lead the congregation in an outward focused vision. The senior pastor selects, trains, and manages all staff. The senior pastor manages the finances of the ministry.

The Board of Directors insures that the senior pastor functions within the prescribed boundaries and is effective in leading the staff and the church in the accomplishment of its annual goals. The board of directors communicates the vision of the congregation and the plan of the senior pastor to the congregation. The staff members work for the pastor to accomplish the ministry goals that support the vision of the congregation. They are empowered to make purchases and sign contracts within the constraints of the budget and the financial condition of the church. Their task is to equip the membership for ministry.

The members are the primary ministers of the church. They are active in caring for each other and reaching out to those who most need God's word of encouragement and grace.

The Voters' of the congregation set the vision, approve the annual operating plan of the church and the budget, and they call the senior pastor.

### **2 Why do we have to change our structure immediately?**

The structure change is immediate, because it is the primary point upon which systemic change hinges. If a structure change is part of the consultation report, your structure is ineffective. It divides authority from responsibility and provides for no accountability. Most efforts to change in the congregation get stalled, because change brings to the surface discontent. Committees, boards, and teams back away from discontent. They will simply table the proposed change or send it into a committee for future study, hoping that the conflict will go away. It is impossible for the coach to hold the committee responsible. An individual, a leader, will have the conviction of the great good of the mission to address discontent in a healthy manner. When the leader begins to step back from the conflict, the coach is able to call him on his actions and measure his faithfulness. The church is healthy and effective when the leader of the church is empowered to lead and held accountable for leadership.

### **3 What happens to the Church Council and committees?**

The coach will work with the pastor to tailor a transition that is specific to the ministry. As a rule, the Boards that deal with structure and mechanics of the church will cease upon the vote to approve the prescriptions. For example, the Church Council, the Board of Trustees, the Finance Boards would cease to function. Their members will need to meet with the Senior Pastor and his transition team to insure that the ministry's business issues are not lost in the transition. Those committees and boards that deal with ministry will function under the guidance of the pastor or staff member they support. For example, the youth board could become the support team for the youth minister. The board of education could become the support team for the Pastor or Children's minister.

### **4 What about the School Board?**

School boards are a bit more complicated. If the school is a ministry of the church, the school board will cease to function as a policy-making institution. However, should the principal find it beneficial to keep the school board as his support team, they would continue to function in that capacity.

### **5 What if the School is an Associate ministry or the church is part of an association?**

If the school board is an associate ministry of the church with its own budget, constitution and by-laws, the transformation process will work within the association to further the kingdom of God. The continued relationship with the school will be defined by the vision and mission plans of the congregation.

### **6 What about the Board of Elders?**

As stated above, if the board of elders is a ministry-focused group, the senior pastor may choose to use them as a support staff. If the elders are a key policy setting board it will either need to change into a ministry focused team or cease to function.

**7 What will the relationship between the senior pastor and other staff?**

The staff of the church, paid or non-paid, will be accountable to the pastor and his ministry plan to lead the congregation in the realization of their vision. The members of the congregation, a board or committee will not direct the staff. Staff will be evaluated by the Senior Pastor on the basis of their performance in leading their ministries to be effective in reaching the lost, raising-up leaders, and growing their ministry's impact upon the community. The Senior Pastor will have the authority to add workers as needed for the vision plan. He will also have the chief responsibility to discipline and coach the staff.

**8 What about called workers?**

This can be handled in one of two ways. Both options can be effective. One, the congregation can confer upon the Senior Pastor the authority to call Rostered workers. He then would do the interviews and make the final decision upon the worker for the ministry. Second, the Senior Pastor can conduct interviews and select the worker he believes to be best for the ministry, that individual's name would be submitted to the congregation to be ratified for a call. The first option is the best for maintaining a clear chain of command. However, the second can work well. All called workers need to understand that their call is provisional and that they serve under the authority of the Senior Pastor.

**9 Isn't a provisional call a violation of our polity?**

No, Rostered workers who are called to our schools receive a provisional called. Ordained workers called to the seminary or to Synodical positions, or District provisions are provisional calls. This has been a part of our history as a church body.

**10 What about calling a Senior Pastor?**

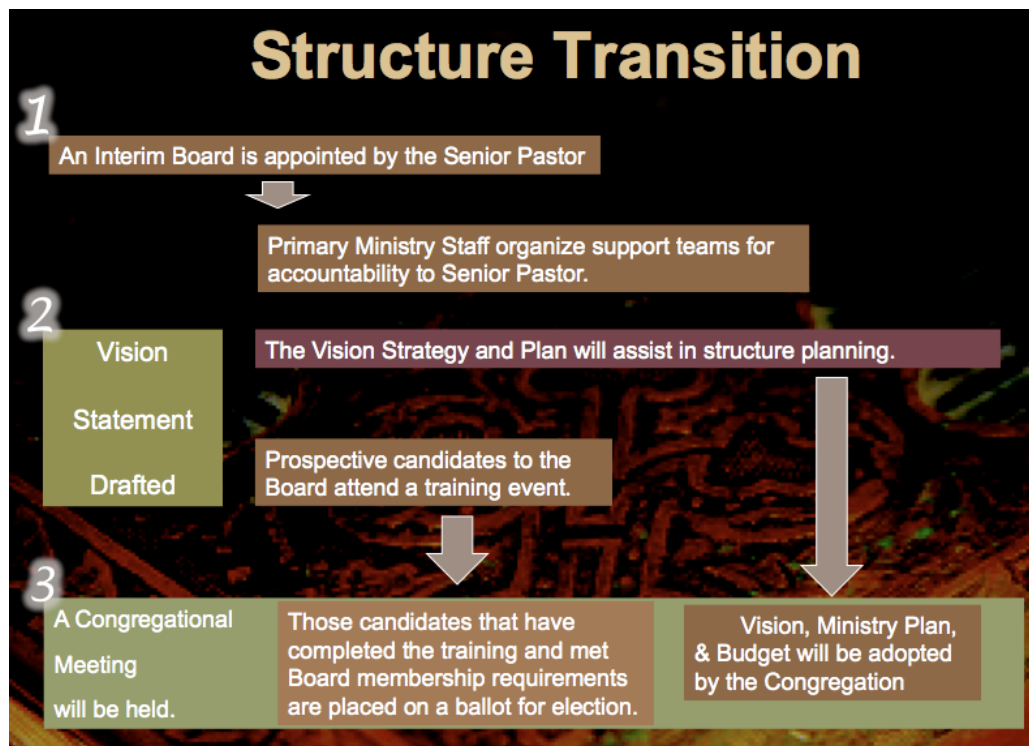
The congregation will continue to use its existing constitutional articles to call a new Senior Pastor. A congregation in the Transformation process would benefit from getting District input to identify a pastor that can lead them through the transformation process.

**11 After the bylaws are suspended, what will the structure look like?**

The consultant or coach will have interim bylaws that he will share with the pastor and the Interim Board of Directors. After the vision process has been completed, the candidates for nomination will be trained in the interim by-laws. In addition, they will receive sample boundary principles for keeping the Senior Pastor accountable to the vision.

**12 Is there a time-line for the structure transformation process?**

Understandably, people want the structure piece to be nailed down early in the process. However, that is a self-defeating pursuit. The congregation first needs to get a pulse on the community and the vision God has for the congregation and its mission to the community. Second, the senior pastor and staff need to develop a clear plan and a budget of mission activities that will advance the congregation toward their vision. Once those processes are complete the Board will work with the senior pastor to develop more specific boundary principles for the senior pastor. The Board of Directors and the senior pastor tweak the interim by-laws. However, in essence, they will be the by-laws through the trial process.



### 13 What about the finances?

The senior pastor will be responsible for developing a vision centric, balanced budget. The congregation will approve that budget annually. The senior pastor will determine the mechanism for collecting and recording contributions. The Board of Directors will verify that the process is secure and transparent. In a like manner, the senior pastor will determine the method that best suits his ministry for the disbursement of funds. The board, through the use of boundary principles, will ensure that the senior pastor does not exceed the budget or the fund balance of the congregation.

### 14 What if many don't think the pastor is capable of leading the church through this process?

There is no doubt that some pastors lack the basic skills to lead a congregation. However, most pastors have simply not been given the chance or the training to lead. The traditional structure of our churches give conflicting directions to the pastor. While there has always been an expectation that the senior pastor would lead the church, there has also been a fear of the senior pastor "taking over" the church. This has resulted in many pastors being blamed for the condition of their church, yet not having authority to make needed changes. The accountable leader model recognizes the senior pastor as the leader of the church, it empowers him to lead, and holds him accountable for his leadership. Some pastors will require training to grow-up into this model. Some pastors will require time and patience to learn the fine art of leadership. Some pastors won't be able to make the transition. You and your congregation need to be in prayer for your pastor. Your congregation will be greatly blessed through his successful transition. Trust in the checks and balances of the accountable leader model. Should the pastor struggle with the change, the coach will be there to encourage and direct and, when needed, say the hard words that need to be shared.

### 15 What about officers?

The Board of Directors will elect officers from among their own ranks. State law will determine the number and function of each officer. Generally, a president and secretary are required.

### 16 Are there any unique tasks assigned to the officers?

Both may be needed to sign legal documents. Both will be needed to certify the congregation's actions as it relates to the District and Synod. The board chairman will act as the accountable leader during a vacancy. The board chairman will chair the board meetings that arise from a boundary violation by the senior pastor.

