

United in Faith

Ministry Directors

Handbook

Please pass this handbook to your successor at the end of your term.

United in Faith Ministry Directors Handbook

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AREA OF COMMITMENT

Area of FOCUS/ Ministry/
Coordinator Director Term

Phone
Number

Email
Address

OUTREACH

Public Relations

VACANT

Marketing

VACANT

Social Media

Dave Quillin	2011	(773) 484-0862	dgq003@gmail.com
Gretchen Quillin	2011	(312) 519-8145	gsquillin@gmail.com
Pastor Carla Thompson Powell	2015	(773) 283-2326	revctp@unitedinfaith.org

Website

Richard Guzik	2005	(773) 282-0979	reguzik@ameritech.net
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Community

VACANT

Gay & Straight Together

VACANT

Outside Groups

VACANT

St Cyprian's Food Pantry

Bonnie Maginnis	1/2016	(773) 237-5357	bonniesuem@live.com
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Justice

Pam Marino - interim	4/2016	(773) 763-0605	pamjmar@aol.com
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Service Projects

Umbrella ministry

AREA OF COMMITMENT

<u>Area of FOCUS/ Ministry/ Coordinator</u>	<u>Ministry/ Director</u>	<u>Term</u>	<u>Phone Number</u>	<u>Email Address</u>
INREACH				
Member Care				
Bonnie Maginnis		9/2015	(773) 237-5357	bonniesuem@live.com
Volunteer Coordination				
Bonnie Maginnis – coffee-and VACANT - greeters VACANT– service assist.		1/2016	(773) 237-5357	bonniesuem@live.com
Communion Visitation				
Pam Marino		1/2013	(773) 763-0605	pamjmar@aol.com
Shepherd's Staff				
Bonnie Maginnis		1/2014	(773) 237-5357	bonniesuem@live.com
Stewardship				
Gretchen Quillin		6/2013	(312) 519-8145	gsquillin@gmail.com
Congregational Care				
Kim Childress		6/2014	(773) 283-2439	kchildress@ameritech.net
Altar Guild				
Kim Childress		6/2014	(773) 283-2439	kchildress@ameritech.net
Church Health				
Pam Marino		10/2008	(773) 763-0605	pamjmar@aol.com

United in Faith Ministry Directors

Timeline

Ministry Directors Meetings	Fourth Monday (meetings are not held every month)
Deadline for Sunday Bulletin	Tuesday morning by 9:00 AM
Deadline for Monthly Newsletter	Second Wednesday
Advertising Events	
'Save the Date' in newsletter	2 months or more in advance
Detailed article in newsletter	1 month in advance
Detailed info in Sunday bulletin	3 weeks in advance
Posters/invitations	2 weeks in advance
<i>Assistance with writing articles and making posters is available from the staff. Provide all relevant information at least a week before the above dates to have those items made up by the due dates.</i>	

January	Ministry Coordinators meet Compile list of current ministry members for use at annual meeting to validate Representative of the Ministry Directors nominations from the floor.
February	Annual Meeting
March	Ministries present their re-evaluated Job Descriptions to Ministry Coordinator
April	Ministry Coordinators meet
May	
June	
July	Ministry Coordinators meet
August	VBS
September	Prepare for Representative of the Ministry Directors council nominations (if needed) Prepare ministry budget request for next year Ministries present their annual goals to Ministry Coordinator God's Work. Our Hands Rally Day
October	Ministry Coordinators AND all Ministry Directors meet Submit initial ministry budget request for next year Submit nominees for Representative of the Ministry Directors council position (if needed) to the Nominating Committee
November	Finalize ministry budget request for next year Prepare annual report. Faith Promises Planning
December	Annual reports due December 1

CONGREGATION
COUNCIL
MINISTRY DIRECTORS

<u>CHRISTIAN FORMATION</u>	<u>OUTREACH</u>	<u>INREACH</u>
<u>CHRISTIAN EDUCATION</u>	<u>PUBLIC RELATIONS</u>	<u>MEMBER CARE</u>
Confirmation*	Marketing*	Volunteer Coordination
Sunday School	Social Media	Communion Visitation
Vacation Bible School	Website	Shepherds Staff
Youth*		Stewardship
<u>SPIRITUAL GROWTH</u>	<u>COMMUNITY</u>	<u>CONGREGATIONAL CARE</u>
Bible Study	Gay/Straight Together	Altar Guild
Faith Development*	Justice	Church Health Team
Prayer	Outside Groups	
Men in Mission*	St Cyprian's Food Pantry	
WELCA*	Service Projects**	
Worship & Music		

There are three Congregational Areas of Commitment: Christian Formation; Outreach; and Inreach.

Each Area of Commitment has an occasion during the year which it uses to **highlight** its ministries. For CHRISTIAN FORMATION it is Rally Day, the official start of the Christian education year (September around Labor Day).

For OUTREACH it is some time between October and December since by then the ministries should be in high gear.

For INREACH it is after Easter - 4th Sunday of Easter.

Each Area of Commitment has two Areas of Focus. The six Areas of Focus are: Christian Education; Public Relations; Member Care; Spiritual Growth; Community Events; and Congregational Care.

The manager of each Area of Focus is a Ministry Coordinator – Area of Focus.

Each Area of Focus has several ministries.

The manager of each ministry is a Ministry Director. There are also several ministries that are currently inactive or do not exist*: *Woman's Group, Service & Mission, Faith Development, God's Goldfish - Teen Group, Adult Book Club & Adult Forum* (which formerly were part of Faith Development which also included Bible Study). *Community Activities* which would involve hosting activities where the community is invited to participate i.e. craft show; Tupperware party; etc. and *Fellowship Events* which would involve hosting activities for the entire congregation i.e. craft show; Tupperware party; etc. are possible additional ministries which currently do not exist. **Service Projects is an umbrella ministry for projects hosted by other ministries.

United in Faith Ministry Directors

Roles

Convener

The Representative of Ministry Directors on Council serves as the convener.

The convener maintains the Ministry Directors Handbook. Updates to the handbook are made and distributed by the recorder to:

- Pastor;
- Ministry Coordinators;
- Ministry Directors;
- the Representative of the Ministry Directors on Council; and
- office administrator.

The convener prepares the agendas for the Ministry Coordinators meetings.

Agenda items should be forwarded to the Pastor, Ministry Coordinators and Ministry Directors at least 1 week before the Ministry Coordinators meeting.

Recorder

The recorder is selected at the Jan meeting and serves for one year. There is no limit to the number of years, consecutive or otherwise, one can serve as the recorder.

The recorder takes minutes of the Ministry Coordinators meetings and distributes a copy of the minutes to:

- Pastor;
- Ministry Coordinators;
- Ministry Directors;
- the Representative of the Ministry Directors on Council; and
- office administrator.

The recorder maintains a calendar for the Ministry Coordinators and Ministry Directors. The calendar is distributed to:

- Pastor;
- Ministry Coordinators;
- Ministry Directors;
- the Representative of the Ministry Directors on Council; and
- office administrator.

The recorder communicates general information to Ministry Directors as needed.

United in Faith Ministry Directors

Roles

Representative of Ministry Directors on Council

C12.01 of the United in Faith constitution states: 'The Congregational Council shall consist of 8 voting member of the congregation, one of whom shall be representative of the Ministry Directors.'

Council terms are 2 years; therefore, nominations and elections for the representative of the Ministry Directors will normally be done every other year.

To be considered as a representative of the Ministry Directors, the candidate must be an active member of a ministry, as verified by the ministry director for the ministry. The candidate may also be a ministry director.

While serving as the representative of the ministry directors on council, the candidate must attend the Ministry Coordinators' meetings. This will allow the representative to understand the needs and concerns of all ministries.

As a representative of the Ministry Directors, this council person will:

- 1) view issues that come before council from a ministry perspective;
- 2) will serve as a communication link between council and the ministry directors;
- 3) will attend all Ministry Coordinators' meetings;
- 4) will maintain the Ministry Director's Manual.

Ministry Directors will be prepared with names of candidates for the October meeting. It is important that the persons whose names are brought forward have already agreed to the nomination and the requirements of the position. The Ministry Directors will consider all candidates and select at least 2 persons to be submitted to the Nominating Committee. Two persons will be selected by the Nominating Committee and appear on the ballot.

Nominations will also be taken from the floor at the annual meeting. To validate these nominations for eligibility, a current list of all active ministry members will be created at the January meeting of the ministry directors and forwarded to the council president.

MINISTRY COORDINATOR (Area of Focus)

Purpose

The purpose of the Ministry Coordinators is to provide for communication and coordinate the scheduling of programs and mission initiatives of the congregation for their respective Area of Focus.

The Ministry Coordinator shall:

1. **Coordinate the scheduling of** programs and activities among the ministries in their Area of Focus as they adhere to the Purpose and Guiding Principles of this congregation.
 2. Receive the SMART Goals and annual goals from their ministries and report them at the quarterly Ministry Coordinators meeting.
 3. Not expected to attend the meetings of all their ministries in their Area of Focus, but are expected to be in continuing communication with them.
 4. Recommend new ministries to the Ministry Directors.
 5. Communicate short and long range plans, goals, priorities and evaluation of activities of the ministries in light of the Purpose and Guiding Principles of this congregation.
 6. Work with their Ministry Directors to determine how the Ministries want to be evaluated and what they will be held accountable for.
 7. Ensures that the ministry's activities follow the "Procedure for Planning Ministry Reflecting Our Guiding Principles."
 8. Maintain a calendar of all ministry activities and keep the office manager informed.
 9. Maintain the Ministry Directors Handbook
 10. Ensures that the Job Description of each ministry is reviewed and updated annually.
 11. Ensures that each ministry evaluates itself annually
 12. Ensures that each of their ministries submit an annual report on time
 13. Ensures that each of their ministries submit an annual budget on time
 14. Attend the quarterly (Jan Apr Jul Oct) Ministry Coordinators meeting.
 15. Report to the Representative of the Ministry Directors on Council.
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United in Faith Ministry Directors

MINISTRY DIRECTOR

Purpose

The purpose of the Ministry Directors is to support and carry out planning, programming and mission initiatives of this congregation in their specific ministry or group of ministries.

The term of a Ministry Director is three years, but there is no specified term limit.

A Ministry Director is the leader of a Ministry Team. The Ministry Director is selected by the team. The Ministry Director is responsible for: convening meetings of their Ministry Team; insuring that the Ministry Team pursues appropriate endeavors to advance the focus of the team; attending the monthly Ministry Director's meeting to support and carry out planning, programming and mission initiatives of the congregation; and insuring that the ministry follows the "Procedure for Planning Ministry Reflecting Our Guiding Principles." The Ministry Director will also provide an annual report of the ministry and submit an annual budget for the ministry.

The Ministry Directors shall:

1. **Plan and execute** programs and activities within their ministry and insure that they adhere to the Purpose and Guiding Principles of this congregation.
2. Set and report SMART Goals or Annual Goals to their Ministry Coordinator.
3. Are expected to be in continuing communication with their Ministry Coordinator.
4. Approve new ministries.
5. Do short and long range planning, set goals and priorities and evaluate activities of their ministry, following the Purpose and Guiding Principles of this congregation.
6. Ensure that the gifts of all participants of this congregation are used in carrying out the Purpose and Guiding Principles of this congregation.
7. May be asked to attend selected meetings of the Ministry Coordinators.
8. Will briefly report to the congregation, at Open Forums, their activities, accomplishments and progress toward their goals: Christian Formation ministries at the first forum of the year; Inreach ministries at the third forum of the year; and Outreach ministries at the fourth forum of the year. Their report for the annual meeting will be detailed.
9. Report to their Ministry Coordinator.
10. Ensures that ministry's activities are marketed and advertized appropriately.

Ministry Team

A Ministry Team is composed of people who have a passion for the particular ministry area on which they serve. It is recommended that at least 3 people be involved in a ministry team for it to become active. Members on the Ministry Team have no terms or time limits. People serve on the ministry simply because they want to actively work on the ministry's focus, planning and executing activities that advance the focus of the ministry.

There is no limit on the number of Ministry Teams that one may participate on.

United in Faith Directors of Altar Guild Job Description

The folks involved in Altar Guild have a passion for service and liturgy.

Directors of the Altar Guild shall:

- Dress the main altar in the appropriate colors and dressings for the liturgical season.
- For every worship service, put a chalice with wine and bread or wafers in a tray on the altar covered with the appropriate liturgical colors.
- For every worship service, place the appropriate number of chalices with wine, glass chalices with grape juice, trays with wafers or bread, individual glass vials with grape juice and gluten free wafers on the table behind the main altar for communion.
- After each service remove and clean all communion items (chalices with wine or grape juice and the bread or wafers in trays).
- After each service clean the altar.
- Clean all vestments and altar coverings as needed.
- Make sure that there is always enough wine, grape juice, bread or wafers and gluten free wafers.
- Keep the sacristy clean.

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
 - Seek to build up the overall ministry of United in Faith.
 - Submit an annual report to the congregation.
 - Do short and long range planning, set goals and priorities and evaluate activities of their ministry.
 - Keep the Ministry Coordinator abreast of all goals and plans.
 - Annually submit either SMART Goals or annual goals to the Ministry Coordinator.
 - Establish a budget in cooperation with the Ministry Coordinator and the other Ministry Directors.
 - Calendar events through the Ministry Coordinator.
 - Submit articles and information to the church office manager for the monthly newsletter and weekly announcements.
 - Attend selected meetings of the Ministry Coordinators when requested.
 - Provide leadership through meetings with the Ministry Coordinator and ministry team.
 - Seek to reach out to the community in all possible endeavors.
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United in Faith Directors of Bible Study Job Description

The folks involved in the Bible Study have a passion for God's written Word and for sharing it with others.

Directors of Bible study shall:

- Meet on a regular schedule to go through the bible and other God inspired written documents.
- Read a selected section at each session and discuss it in terms of their own life and life in general.

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
 - Seek to build up the overall ministry of United in Faith.
 - Submit an annual report to the congregation.
 - Do short and long range planning, set goals and priorities and evaluate activities of their ministry.
 - Keep the Ministry Coordinator abreast of all goals and plans.
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United in Faith

Directors of Church Health

Job Description

The folks involved in this area of ministry have a passion for looking after and promoting the health of United in Faith in order for the congregation to listen to what God is up to and how it might be a part of God's work in the world.

Directors of Church Health shall:

- Use the Natural Church Development (NCD) process.
- Establish and maintain Gift Based Ministry with Gift Assessment seminars and Gift Counseling.
- Maintain the Three Colors database which records all who have completed the Gift Assessment seminars and Gift Counseling.
- Regularly provide for the completion of the NCD survey to determine the congregation's standing on the eight dimensions.
- Address the congregation's lowest dimension to raise the overall health of the congregation.

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
 - Seek to build up the overall ministry of United in Faith.
 - Submit an annual report to the congregation.
 - Do short and long range planning, set goals and priorities and evaluate activities of their ministry.
 - Keep the Ministry Coordinator abreast of all goals and plans.
 - Annually submit either SMART Goals or annual goals to the Ministry Coordinator.
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United in Faith

Directors of Homebound Visitation

Job Description

The folks involved in this area of ministry have a passion for the senior members of United in Faith and helping them remain connected to the ministry of this congregation.

Directors of Homebound Visitation shall:

- Maintain a current list of members needing home communion visits.
- Visit each person on this list at least once every six weeks.
- Pull people together to make regular visits.
- Make sure that homebound members receive the weekly bulletin, monthly newsletter and the prayer devotional.
- Work with the prayer team so that homebound members are prayed for on a weekly basis.

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
 - Seek to build up the overall ministry of United in Faith.
 - Submit an annual report to the congregation.
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United in Faith

Directors of Confirmation Ministry

Job Description

Directors of Confirmation Ministry shall:

- Seek to build up the overall ministry of United in Faith
- Love God and Love Kids!
- Seek to be disciples of Jesus Christ.
- Seek to share the love of God with kids.
- Seek to understand and care for youth without judgment.
- Give oversight to the confirmation ministry of United in Faith.
- Develop a vision and goals for the confirmation ministry of United in Faith.
- Develop a yearly calendar for kids and parents.
- Communicate effectively with kids and parents.
- Equip and empower members of United in Faith to reach out to youth both in and outside the congregation with the inviting and including love of Jesus Christ.
- Recruit and provide training for parents and other adults working with the youth in confirmation.
- Ensure that the God-given talents and gifts of the youth, parents and members are effectively employed in the confirmation ministry.
- Serve as positive role models for the youth in confirmation.

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
 - Seek to build up the overall ministry of United in Faith.
 - Submit an annual report to the congregation.
 - Do short and long range planning, set goals and priorities and evaluate activities of their ministry.
 - Keep the Ministry Coordinator abreast of all goals and plans.
 - Annually submit either SMART Goals or annual goals to the Ministry Coordinator.
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-

United in Faith

Directors of Faith Development

Job Description

The folks involved in this ministry have a passion for helping people grow in their spiritual lives. These people want for all friends of United in Faith to grown in their relationship and knowledge of Jesus Christ. The directors are concerned with the spiritual well being of adults.

Directors of Faith Development shall:

- Help the church to live out the Marks of Discipleship.
- Provide spiritual growth opportunities by giving oversight to the creation of a fall ministry event and a winter ministry event.
- Work with the women's and men's organization.
- Work with the Directors of Stewardship on stewardship education.

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
 - Seek to build up the overall ministry of United in Faith.
 - Submit an annual report to the congregation.
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 - Keep the Ministry Coordinator abreast of all goals and plans.
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-

United in Faith

Directors of Gay & Straight Together Ministry

Job Description

Directors of Gay & Straight Together Ministry shall:

- Create opportunities to reinforce our belief that we are all God's treasured children.
- With imagination and love, initiate and promote activities to bring GLBT folks and straight people together.
- Create connections to the GLBT folks and straight people in the community.
- Promote United in Faith as a Welcoming Congregation.

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
 - Seek to build up the overall ministry of United in Faith.
 - Submit an annual report to the congregation.
 - Do short and long range planning, set goals and priorities and evaluate activities of their ministry.
 - Keep the Ministry Coordinator abreast of all goals and plans.
 - Annually submit either SMART Goals or annual goals to the Ministry Coordinator.
 - Establish a budget in cooperation with the Ministry Coordinator other Ministry Directors.
 - Calendar events through the Ministry Coordinator.
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 - Provide leadership through meetings with the Ministry Coordinator and ministry team.
 - Seek to reach out to the community in all possible endeavors.
-

United in Faith

Directors of Justice Ministry

Job Description

The Directors of Justice Ministry shall:

- Have a passion for justice issues as they relate to public life.
- Speak out against injustice in the community and the world.
- Form strategic partnerships that will enhance this congregation's ability to make a difference in the public arena.
- Seek to inform all UIF participants concerning current justice issues.
- Seek to involve all UIF participants in acts of justice.
- Encourage fair trade throughout the year.
- Lead this congregation in understanding hunger concerns and in fighting hunger and its causes.
- Lead this congregation in other areas of immediate concern (justice related) in our neighborhood, state, nation, and world.
- Support Gay and Straight Together ministry

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
 - Seek to build up the overall ministry of United in Faith.
 - Submit an annual report to the congregation.
 - Do short and long range planning, set goals and priorities and evaluate activities of their ministry.
 - Keep the Ministry Coordinator abreast of all goals and plans.
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 - Provide leadership through meetings with the Ministry Coordinator and ministry team.
 - Seek to reach out to the community in all possible endeavors.
-

United in Faith Directors of Marketing Job Description

The folks involved in this area of ministry have a passion for reaching out to the community.

Directors of Marketing shall:

- Write and distribute advertisements for United in Faith's activities to the appropriate newspaper agencies.
- Create posters for in-house use and for the community regarding United in Faith's activities.
- Create banners to advertise United in Faith's activities.

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
 - Seek to build up the overall ministry of United in Faith.
 - Submit an annual report to the congregation.
 - Do short and long range planning, set goals and priorities and evaluate activities of their ministry.
 - Keep the Ministry Coordinator abreast of all goals and plans.
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 - Provide leadership through meetings with the Ministry Coordinator and ministry team.
 - Seek to reach out to the community in all possible endeavors.
-

United in Faith

Directors of Men in Mission Ministry

Job Description

Directors of Men in Mission Ministry shall:

- Seek to build up the overall ministry of United in Faith.
- Seek to be disciples of Jesus Christ.
- Encourage all men to use their God-given gifts and talents to further the mission of United in Faith.
- Provide resources for all ministries of this congregation.
- Support the organization – Men in Mission of the ELCA.
- Connect men to Church wide resources.
- Promote congregational fellowship and service events for men both in and outside our worshiping community.

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
 - Seek to build up the overall ministry of United in Faith.
 - Submit an annual report to the congregation.
 - Do short and long range planning, set goals and priorities and evaluate activities of their ministry.
 - Keep the Ministry Coordinator abreast of all goals and plans.
 - Annually submit either SMART Goals or annual goals to the Ministry Coordinator.
 - Establish a budget in cooperation with the Ministry Coordinator other Ministry Directors.
 - Calendar events through the Ministry Coordinator.
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 - Provide leadership through meetings with the Ministry Coordinator and ministry team.
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United in Faith

Directors of Outside Groups

Job Description

The folks involved in this area of ministry have a passion for working with others.

Directors of Outside Groups shall:

- Be a liaison between United in Faith and outside groups that use our facilities on a regular basis. Those groups currently are Al-Anon, AA, Survivors of Incest Anonymous, Boy Scouts, Girl Scouts and Brownies, Golden Diners, Senior Club, Octo-Con, Espiritualidad Latina and New Life for Old Bags.
- Annually procure signatures from all groups meeting at UiF on "Agreement A or B for Use of Building" and an addendum for west building users.

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
 - Seek to build up the overall ministry of United in Faith.
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 - Keep the Ministry Coordinator abreast of all goals and plans.
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 - Seek to reach out to the community in all possible endeavors.
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United in Faith

Directors of Prayer Ministry

Job Description

The folks involved in prayer ministry have a passion for bringing human and ministry needs to God for insight, wisdom, blessing, and discernment. These people believe that God's power and presence are necessary for living the Christian life. We want everyone at United in Faith to have a way to be prayed for that is easy, accessible and when appropriate private.

Directors of Prayer Ministry shall:

- Create a list of prayer needs to be published in the monthly newsletter for all friends of United in Faith to pray for.
- Create a way to collect the prayer needs of the community and pray for them.
- Provide weekly input into the public prayers of the church with special emphasis on the homebound, the ill and hospitalized, the grieving, our community and specific ministries.
- Pray the ministry of United in Faith.

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
 - Seek to build up the overall ministry of United in Faith.
 - Submit an annual report to the congregation.
 - Do short and long range planning, set goals and priorities and evaluate activities of their ministry.
 - Keep the Ministry Coordinator abreast of all goals and plans.
 - Annually submit either SMART Goals or annual goals to the Ministry Coordinator.
 - Establish a budget in cooperation with the Ministry Coordinator other Ministry Directors.
 - Calendar events through the Ministry Coordinator.
 - Submit articles and information to the church office manager for the monthly newsletter and weekly announcements.
 - Attend selected meetings of the Ministry Coordinators when requested.
 - Provide leadership through meetings with the Ministry Coordinator and ministry team.
 - Seek to reach out to the community in all possible endeavors.
-

United in Faith

Directors of Shepherd's Staff Ministry

Job Description

Directors of Shepherd's Staff Ministry shall:

- Assist Office Manager in any assigned tasks.
- Create and implement a plan for follow-up with newcomers.
- Keep track of and communicate with prospective members.
- Contact all guests and visitors after they have worshiped at United in Faith.
- Contact all members who have regularly missed worship and fellowship.
- Assist Office Manager in updating congregation information in Shelby system and keep the "Red Book" updated.
- Oversee all Volunteer Files.
- Review Volunteer Applications and complete a Volunteer Assessment Form.
- Interview all volunteers for the children's ministries (Sunday School, Vacation Bible School, etc.)
- Do reference and background checks and review same for all the children's ministries volunteers.
- Determine if a reference check is needed for a children's ministries volunteer.
- Determine the suitability of children's ministries volunteers and document same on the Volunteer's Volunteer Assessment Form.
- Notify volunteers of their eligibility.
- Develop an orientation for children's ministries volunteers.
- Recommend education and training for children's ministries volunteers to the congregational council.
- Remove children's ministries volunteers as deemed necessary.
- Insure that copies of all registration forms and all medical and special issues or concerns are kept in the room in which the children's ministries are conducted.
- Conduct Child Safe Haven training for staff and volunteers as needed.
- Communicate with congregation regarding member life events and upcoming church events through the automated call system.
- Coordinates Brown Bag Sunday quarterly.

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
- Seek to build up the overall ministry of United in Faith.
- Submit an annual report to the congregation.
- Do short and long range planning, set goals and priorities and evaluate activities of their ministry.
- Keep the Ministry Coordinator abreast of all goals and plans.
- Annually submit either SMART Goals or annual goals to the Ministry Coordinator.
- Establish a budget in cooperation with the Ministry Coordinator other Ministry Directors.

- Calendar events through the Ministry Coordinator.
 - Submit articles and information to the church office manager for the monthly newsletter and weekly announcements.
 - Attend selected meetings of the Ministry Coordinators when requested.
 - Provide leadership through meetings with the Ministry Coordinator and ministry team.
 - Seek to reach out to the community in all possible endeavors.
-

United in Faith Directors of Social Media Job Description

The folks involved in this area of ministry have a passion for promoting United in Faith on social media.

Directors of Social Media shall:

- Adhere to the “Policies on Social Media at United in Faith” for both Facebook and Twitter.
- Maintain the Facebook page "*United in Faith Lutheran Church*" (UIFLC)".
- Actively post new and relevant entries on the Facebook page, spreading the word about United in Faith.
- Maintain the Twitter page “@UIFLutheran”.
- Actively post new and relevant entries on the Twitter page, spreading the word about United in Faith.
- Review and update the Social Media Policy as needed.

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
 - Seek to build up the overall ministry of United in Faith.
 - Submit an annual report to the congregation.
 - Do short and long range planning, set goals and priorities and evaluate activities of their ministry.
 - Keep the Ministry Coordinator abreast of all goals and plans.
 - Annually submit either SMART Goals or annual goals to the Ministry Coordinator.
 - Establish a budget in cooperation with the Ministry Coordinator and the other Ministry Directors.
 - Calendar events through the Ministry Coordinator.
 - Submit articles and information to the church office manager for the monthly newsletter and weekly announcements.
 - Attend selected meetings of the Ministry Coordinators when requested.
 - Provide leadership through meetings with the Ministry Coordinator and ministry team.
 - Seek to reach out to the community in all possible endeavors.
-

United in Faith

Directors of St. Cyprian's Food Pantry

Job Description

The folks involved in this area of ministry have a passion for serving those in need.

Directors of shall:

- Coordinate the activities between United in Faith and St. Cyprian's Food Pantry. These activities usually include: supplying School Supplies; Easter baskets; Thanksgiving turkeys and ham; and Christmas gifts for the users of the food pantry.
- Advertise these activities in the Sunday newsletters and monthly bulletin.

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
 - Seek to build up the overall ministry of United in Faith.
 - Submit an annual report to the congregation.
 - Do short and long range planning, set goals and priorities and evaluate activities of their ministry.
 - Keep the Ministry Coordinator abreast of all goals and plans.
 - Annually submit either SMART Goals or annual goals to the Ministry Coordinator.
 - Establish a budget in cooperation with the Ministry Coordinator and the other Ministry Directors.
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 - Attend selected meetings of the Ministry Coordinators when requested.
 - Provide leadership through meetings with the Ministry Coordinator and ministry team.
 - Seek to reach out to the community in all possible endeavors.
-

United in Faith Directors of Stewardship Job Description

Directors of Stewardship shall:

- Seek to build up the overall ministry of United in Faith.
- Are examples of faithful giving.
- Lift up the biblical tithe as the goal for giving.
- Develop a yearly stewardship campaign as well as ways to promote stewardship regularly.
- Emphasize the spiritual benefits of giving.
- Lift up community and congregational needs that offer opportunity for additional giving.
- Emphasize the giving of time, talents and money for the sake of the gospel.
- Emphasize regular support of the Metropolitan Chicago Synod and the Evangelical Lutheran Church in America.

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
 - Seek to build up the overall ministry of United in Faith.
 - Submit an annual report to the congregation.
 - Do short and long range planning, set goals and priorities and evaluate activities of their ministry.
 - Keep the Ministry Coordinator abreast of all goals and plans.
 - Annually submit either SMART Goals or annual goals to the Ministry Coordinator.
 - Establish a budget in cooperation with the Ministry Coordinator other Ministry Directors.
 - Calendar events through the Ministry Coordinator.
 - Submit articles and information to the church office manager for the monthly newsletter and weekly announcements.
 - Attend selected meetings of the Ministry Coordinators when requested.
 - Provide leadership through meetings with the Ministry Coordinator and ministry team.
 - Seek to reach out to the community in all possible endeavors.
-

United in Faith

Directors of Sunday School Ministry

Job Description

Directors of Children's Ministry shall:

- Seek to build up the overall ministry of United in Faith.
- Love God and Love Kids!
- Seek to be disciples of Jesus Christ
- Give oversight to the children's ministry of United in Faith (focusing on children from birth – 5th grade).
- Ensure a welcoming environment for children
- Recognize and celebrate significant kairos times for children (for example: entering Sunday school or first communion).
- Create a yearly calendar including Sunday school dates, special programs and events.
- Recruit and train Sunday school teachers.
- Select yearly curriculum for Sunday school
- Encourage all members and regular worshipers of United in Faith to reach out to children and their families with the inviting love of Jesus Christ.
- Encourage all children and all their families to worship at United in Faith.
- Seek to involve children creatively in worship.

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
 - Seek to build up the overall ministry of United in Faith.
 - Submit an annual report to the congregation.
 - Do short and long range planning, set goals and priorities and evaluate activities of their ministry.
 - Keep the Ministry Coordinator abreast of all goals and plans.
 - Annually submit either SMART Goals or annual goals to the Ministry Coordinator.
 - Establish a budget in cooperation with the Ministry Coordinator other Ministry Directors.
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 - Submit articles and information to the church office manager for the monthly newsletter and weekly announcements.
 - Attend selected meetings of the Ministry Coordinators when requested.
 - Provide leadership through meetings with the Ministry Coordinator and ministry team.
 - Seek to reach out to the community in all possible endeavors.
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United in Faith

Directors of Vacation Bible School

Job Description

The folks involved in this area of ministry have a passion for sharing God's Word with children.

Directors of Vacation Bible School shall:

- With Pastor and the ministry team, select a curriculum for Vacation Bible School.
- Plan a week long Vacation Bible School, usually for the end of July/beginning of August.
- Get and train all needed volunteers for the Vacation Bible School, including adults and teens. Those working directly with the children need special training.
- Procure all items needed for the Vacation Bible School.
- Follow the guidelines for taking pictures of children.

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
 - Seek to build up the overall ministry of United in Faith.
 - Submit an annual report to the congregation.
 - Do short and long range planning, set goals and priorities and evaluate activities of their ministry.
 - Keep the Ministry Coordinator abreast of all goals and plans.
 - Annually submit either SMART Goals or annual goals to the Ministry Coordinator.
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 - Seek to reach out to the community in all possible endeavors.
-

United in Faith Directors of Volunteer Coordination Job Description

Folks serving in this ministry area recognize the role that friendship and conversation play in Christian community. They have a passion for fun and helping others to enjoy relationships through the church.

Directors of Volunteer Coordination shall:

- Have primary responsibility for welcoming folks from the moment they walk in the door to the time they join on New Members Sunday.
- Lead the congregation in creating a welcoming environment for first time worshipers.
- Procure, schedule and train greeters, ushers, communion assistants and worship assistants for each worship service.
- Create and staff an “information/welcome” area.
- Coordinate the Sunday morning coffee/fellowship time.
- Provide for a variety of community building events throughout the year that target “every person who walks through our doors” – especially newcomers.
- Provide hospitality for other ministries as requested.
- Provide hospitality for “Explore Belonging” and “New Members” Sundays.
- Develop a kitchen sub-ministry to care for this congregation’s kitchen.

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
- Seek to build up the overall ministry of United in Faith.
- Submit an annual report to the congregation.
- Do short and long range planning, set goals and priorities and evaluate activities of their ministry.
- Keep the Ministry Coordinator abreast of all goals and plans.
- Annually submit either SMART Goals or annual goals to the Ministry Coordinator.
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- Attend selected meetings of the Ministry Coordinators when requested.
- Provide leadership through meetings with the Ministry Coordinator and ministry team.
- Seek to reach out to the community in all possible endeavors.

United in Faith Directors of Website Job Description

The folks involved in this area of ministry have a passion for promoting United in Faith on social media.

Directors of Website shall:

- Adhere to the “Policies on Social Media at United in Faith” for the website.
- Keep current and maintain the website “unitedinfaith.org” for United in Faith.
- Actively post new and relevant entries on the website, spreading the word about United in Faith and all of its activities.

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
 - Seek to build up the overall ministry of United in Faith.
 - Submit an annual report to the congregation.
 - Do short and long range planning, set goals and priorities and evaluate activities of their ministry.
 - Keep the Ministry Coordinator abreast of all goals and plans.
 - Annually submit either SMART Goals or annual goals to the Ministry Coordinator.
 - Establish a budget in cooperation with the Ministry Coordinator and the other Ministry Directors.
 - Calendar events through the Ministry Coordinator.
 - Submit articles and information to the church office manager for the monthly newsletter and weekly announcements.
 - Attend selected meetings of the Ministry Coordinators when requested.
 - Provide leadership through meetings with the Ministry Coordinator and ministry team.
 - Seek to reach out to the community in all possible endeavors.
-

United in Faith

Directors of Women's Ministry

Job Description

Directors of Women's Ministry shall:

- Seek to build up the overall ministry of United in Faith.
- Seek to be disciples of Jesus Christ.
- Encourage all women to use their God-given gifts and talents to further the mission of United in Faith.
- Provide resources for existing women's ministries of this congregation.
- Support the organization – Women of the ELCA.
- Support the development of non-traditional women's groups.
- Connect women to Church wide resources.
- Promote congregational fellowship and service events for women both in and outside our worshiping community.

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
 - Seek to build up the overall ministry of United in Faith.
 - Submit an annual report to the congregation.
 - Do short and long range planning, set goals and priorities and evaluate activities of their ministry.
 - Keep the Ministry Coordinator abreast of all goals and plans.
 - Annually submit either SMART Goals or annual goals to the Ministry Coordinator.
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 - Provide leadership through meetings with the Ministry Coordinator and ministry team.
 - Seek to reach out to the community in all possible endeavors.
-

United in Faith

Directors of Worship and Music

Job Description

Directors for worship and music have a passion for meaningful, quality, and passionate encounters with God using a variety of sources to plan each worship service. Directors of worship and music must work carefully and deliberately with the musical staff, pastors and people who volunteer in worship planning. Directors for worship and music respect our heritage, but are open to incorporating that heritage into worship in subtle and different ways; and must be open to trying new things.

Directors of Worship shall:

- Provide oversight for the regular worship life of the congregation in accordance with the liturgical practices of the Evangelical Lutheran Church in America.
- Provide opportunities for a variety of worship expressions in keeping with the variety of practices found in churches of the Evangelical Lutheran Church in America and the wider Christian community; to be consistent with the theology of the Evangelical Lutheran Church in America.
- Facilitate the regular and meaningful worship in the congregation of persons whose language is other than English.
- Facilitate the fullest participation possible in the regular worship life of the congregation of those who are physically, mentally, or emotionally challenged.
- Recognize and affirm a congregational worship practice that is sensitive to and celebrates the cultural diversity of the Church and of the congregation.
- Provide for oversight for frequent and meaningful use of music, drama, and the visual

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
 - Seek to build up the overall ministry of United in Faith.
 - Submit an annual report to the congregation.
 - Do short and long range planning, set goals and priorities and evaluate activities of their ministry.
 - Keep the Ministry Coordinator abreast of all goals and plans.
 - Annually submit either SMART Goals or annual goals to the Ministry Coordinator.
 - Establish a budget in cooperation with the Ministry Coordinator other Ministry Directors.
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 - Attend selected meetings of the Ministry Coordinators when requested.
 - Provide leadership through meetings with the Ministry Coordinator and ministry team.
 - Seek to reach out to the community in all possible endeavors.
-

United in Faith Directors of Youth Ministry Job Description

Directors of Youth Ministry shall:

- Submit articles and information to the church office manager for the monthly newsletter and weekly announcements.
- Love God and Love Kids
- Seek to be disciples of Jesus Christ.
- Seek to share the love of God with kids.
- Seek to understand and care for youth without judgment.
- Reach out to unchurched and “at risk” kids.
- Give oversight to the teen ministry of United in Faith.
- Develop a vision and goals for the teen ministry of United in Faith
- Develop a yearly youth ministry plan.
- Develop a yearly calendar for kids and parents.
- Communicate effectively with kids and parents.
- Network with other pastors, churches and community organizations whose youth work is complimentary to United in Faith’s.
- Promote United in Faith’s partners in ministry: LYONS, L.O.M.C., Youth Encounter, the ELCA Youth Ministry Network, Lutheran Community Youth Ministry
- Develop and maintain a budget for youth ministry.
- Equip and empower members of United in Faith to reach out to youth both in and outside the congregation with the inviting and including love of Jesus Christ.
- Recruit and provide training for parents and other adults working with youth.
- Insure that the God-given talents and gifts of the youth, parents and members are effectively employed in youth ministry.
- Celebrate and encourage the gifts of youth in the larger ministry of United in Faith and beyond.
- Serve as positive role models for youth.

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
- Seek to build up the overall ministry of United in Faith.
- Submit an annual report to the congregation.
- Do short and long range planning, set goals and priorities and evaluate activities of their ministry.
- Keep the Ministry Coordinator abreast of all goals and plans.
- Annually submit either SMART Goals or annual goals to the Ministry Coordinator.
- Establish a budget in cooperation with the Ministry Coordinator and the other Ministry Directors.
- Calendar events through the Ministry Coordinator.

- Submit articles and information to the church office manager for the monthly newsletter and weekly announcements.
 - Attend selected meetings of the Ministry Coordinators when requested.
 - Provide leadership through meetings with the Ministry Coordinator and ministry team.
 - Seek to reach out to the community in all possible endeavors.
-

A New Paradigm for Decision Making: Our Purpose and Guiding Principles have the Power

It is one thing to discover our purpose and adopt guiding principles. It is another thing to hand over the power and authority of a congregation to these entities. However, many of the strongest congregations in our nation have done this and are experiencing miracles because of their courage and faithfulness.

Our purpose and guiding principles come from God. That is what we believe. They were discovered through a process of congregational bible study, conversation, prayer and spiritual discernment. That is what makes our purpose and guiding principles different from our personal beliefs, convictions or opinions. *Since we are all individuals with our own ideas, hopes and concerns, our purpose and guiding principles unite us and compel us to move into the future together trusting that the future is God's.*

Since our purpose and guiding principles are at the core of who we are, in this model all decisions (*the big ones and the small ones*) adhere to our purpose and guiding principles. Here are some examples of how this works:

- New ministries of United in Faith are formed in light of our purpose and guiding principles.
- Decisions regarding the use of, care of, expansion or renovation of our facility are made in consultation with our purpose and guiding principles.
- Financial decisions are made in consultation with our purpose and guiding principles.
- Our budget is created with our purpose and guiding principles at its heart.
- Our ministries and ministry directors consult our purpose and guiding principles in all of their programs.
- All conflicts seek resolution in light of our purpose and guiding principles.
- United in Faith creates a structure of functioning that gives authority to our purpose and guiding principles.
- All United in Faith participants understand our purpose and guiding principles and seek to build up this ministry in light of them.

The Purpose of United in Faith is to be God's hands, feet and voice in the world.

Our Guiding Principles are: *Jesus is Lord and Savior; reflect God's love; pray and listen for God's guidance; continue to strengthen faith; include All in God's work; and, meet people where they are.*

Thanks be to God.

DISCERNMENT

Discernment is the activity of determining the value and quality of a certain subject or event, particularly the activity of going past the mere perception of something and making detailed judgments about that thing. As a virtue, a discerning individual is considered to possess wisdom, and be of good judgment; especially so with regard to subject matter often overlooked by others.

In Christianity, the word may have several meanings. It can be used to describe the process of determining God's desire in a situation or for one's life.

Source: <http://en.wikipedia.org/wiki/Discernment>

Discernment is the ability to grasp, comprehend, and evaluate clearly. It means we can see the true nature of things; it allows us to distinguish between what is real and what is imitation.

Discernment may begin with intuitive hunches and perceptiveness. With intuition as a starting point, the quality of discernment is built over time on honest observation, careful reasoning, and balanced application of our knowledge and principles. In a person who is highly discerning, intuition, emotion, and reason inform each other. As we grow in experience, our ability to discern usually grows stronger, providing us with insight that propels us toward greater wisdom.

Source: <http://www.wisdomcommons.org/virtues/38-discernment>

When making decisions, the Ministry Directors will use the process of discernment rather than the typical process of voting Yes and No on issues. This will give everyone the chance to think about what is God's desire in this particular situation.

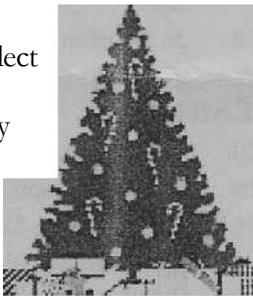
PARISH WIDE PAGE

**Newsletter of the congregations of
the Northwest Lutheran Parish
December Edition 1997**

Articles for the Parishwide Page must be submitted to Judy Day at St. Andrew's by the 10th of every month. Voice: 773.283.2326 Fax: 773.283.2959
[Email: ChicLuth@aol.com](mailto:ChicLuth@aol.com)

TOYS For Children

The Intergenerational Team would like to encourage everyone to help make a child's dream come true! The 1997 project of Lutheran Social Services of Illinois is to collect toys for inner-city children served by LSSI Community Child Care Services. Think of a toy or stuffed animal you wished for as a child and bring it, by December 7th to Nebo



Lutheran Church, 3914 N. Menard. Toys should be medium-sized, new and UNwrapped.) For more information contact the coordinator for this project:

New Council Members

Marguerite Nelson	Jim Taylor
George Hardison	Jeff Eckardt
Richard Guzik	John Motts
Annett Rogge	Judy Day
Patrick Panknin	Joanne Monroe
Audrey Wooley	Ron Gubrud
Pam Marino	

Council Officers

President: Dorothy Goos
Vice President: Bob Wilk
Secretary: Karen Thompson
Finance Secretary: Jose Resto
Treasurer: Diane Doyle

Anita Perske at (773) 545-0777.

FIRST NEW CHURCH COUNCIL MEETING

The newly elected members of the new church council and the Leadership team met at the Woodstock Retreat Center October 31 through November 2. Since there are four members of the new church council who were not on the Leadership team, introductions and orientation were a part of the agenda as well as fare-wells to those Leadership team members not continuing on with the church council.

A significant portion of time was spent studying seven case studies of various, successful models of ministry from the northwest part of our country. It was an eye-opening experience and the team was able to discover implications for our mission as we move forward in defining our new church. We then moved on to continue to define the mission of our church and what the church needs to be. The various roles within the church --- church council, ministry team, and laity --- were examined and defined.

To assist the new council in the Eirk ahead of us, r weekend included training on spiritual discernment This process includes the steps of: defking_Lheissu opportunities; determining guiding principles including looking for Biblical images; listening for where God is leading us; asking for our options and if we are ready to decide; and, choosing the option, evaluating it as being a courageous act, and determining if we are ready to move on. Use of this process, versus a secular decision making process where 'majority wins', attempts to make us all winners as we listen to each other and what God is calling us to do.

Several transition issues were dealt with and the following decisions were made:

- *To come together as one congregation on Easter Sunday, 1998, to begin our worship life as one church body.*
- *To announce by February 14 a site for ongoing worship together until we are able to obtain a permanent site.*

These decisions highlight the Lenten Season as a time for letting go and Easter Sunday as a celebration of our rebirth.

The process of electing officers of the new church was begun as the final task of the weekend with elections to be held at the November 10th council meeting. By this meeting also, all churches will have voted to become Not-for-Profit corporations and the official filings will have begun. As soon as the legal papers have been returned, the date for voting on the consolidation will be set. Our target is to have this process completed by the beginning of the year. The council recognizes the number of decisions that must be made to bring us to that date and to prepare for the Easter Sunday rebirth.



By David L. Miller

B

elieve it or not, some of Tim

Emerson's most spiritual moments happen at church council meetings.

"I'm in the car going home, and I reflect back on how I sometimes feel closest to God when we sit in silence and pray before making decisions," the parishioner says of council meetings at Faith Lutheran Church, Waconia, Minn., a small community about 25 miles west of Minneapolis.

This sense of calm satisfaction hasn't always marked council discussions at the growing congregation, says Dan Warnes, a pastor of Faith.

In the past, council meetings were 45-minute, no-nonsense affairs with motions and arguments during which members "took digs at each other," Warnes says. "You always knew who would speak and what they'd say. There were winners and losers."

No more. During the past two years, the congregation has slowly but steadily transformed the council and committees into groups that listen and discern what God is calling them to be and do.

Two years ago, Warnes enrolled in Listening to God, a program of the Christos Center for Spiritual Formation, Lino Lakes, Minn. (see box, page 37). The program helps clergy and laity deepen their spiritual lives and learn discernment skills. They use these skills to help their

congregations listen for the Spirit rather than simply count votes.

Warnes and co-pastor Julie Ebbesen introduced a time in meetings for silence, Scripture meditation and prayer, inviting members to reflect and ask God to guide their decisions for the good of the whole congregation. They also instituted personal moments at the close of a meeting so members can share how God spoke to them during that time.

The pastors also raised two questions so habitually that they've become common lingo among church leaders: What is God calling us to do? And what do we need from God to make this decision?

The results of more contemplative decision-making are striking to



Anderson is sometimes the first person they call after they've been on the road, so performers asking to be added to the schedule frequently fill bookings for Midday Jazz. "We get along well together," Anderson says modestly.

This is a community

Nearly four decades later the joint is still jumpin'.

"Demand for jazz has been growing," says Kevin Kunkle, chair of St. Peter's jazz committee. "I'm happy to say that the jazz ministry has been growing, too, in terms of the folks who seek us out through vespers, use counseling, are married or whose children are baptized. It's a community." Kunkle says that group includes musicians, promoters and fans—people from all aspects of the music world.

And like jazz itself, which has standard tunes but will always evolve, St. Peter regularly experiments. For example, a forum about women in jazz led to the creation of

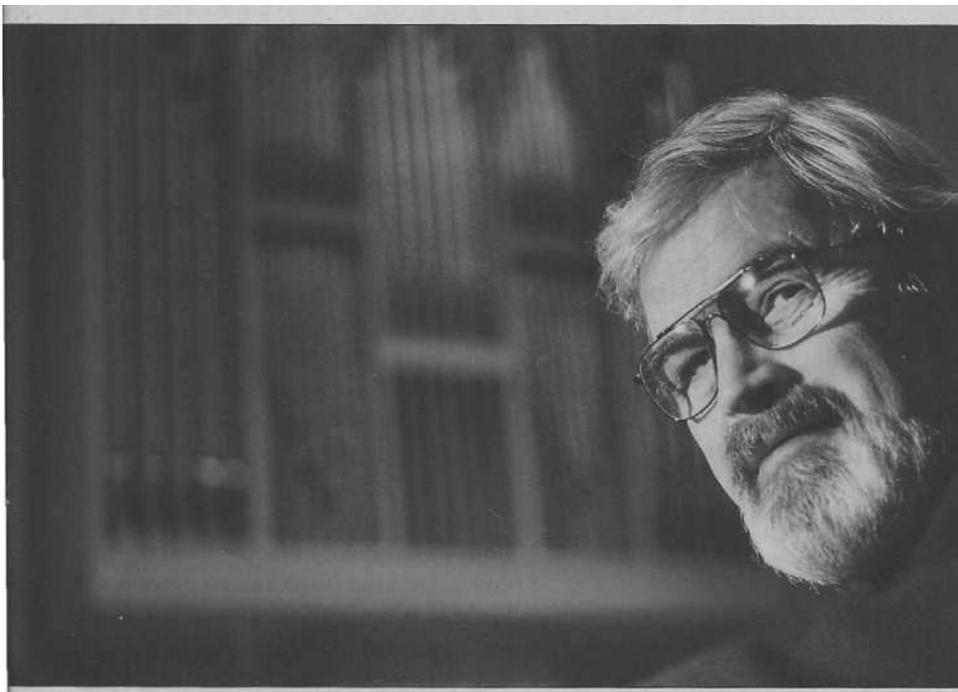
International Women in Jazz.

A John Garcia Gensel Memorial Jazz Fund—which the congregation hopes will reach \$1 million—will help sponsor seminars, give scholarships to young musicians and support the work of the next jazz pastor. "The fact that this ministry has survived and also grown is a living testimony to John," Lind says.

One other testimony to his work is All-Nite Soul, an annual October celebration honoring the creation of jazz vespers. Proceeds from the 5 p.m. to 5 a.m. jam session and concert, which features many of the performers who play on Sundays and Wednesdays at St. Peter, support the ministry.

But most important, Lind says, is that festivities give the musicians a chance to see each other and catch up after they've been on the road. The community likes to refer to it as "homecoming on earth." □

Ernst, deputy copy chief at In Style magazine, a Time Inc. publication, is a member of St. Luke Lutheran Church, Manhattan.

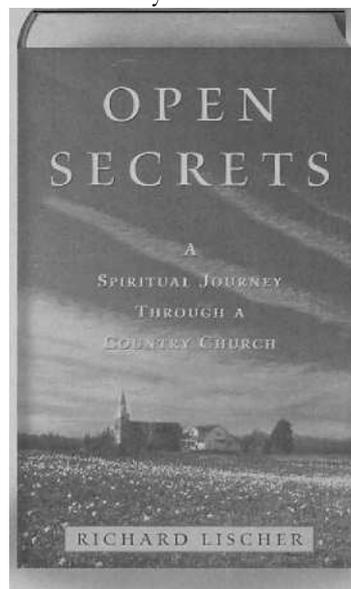


Lind, pastor to the jazz community at St. Peter Lutheran Church, Manhattan, is comfortable around both saxophone and church organ.

"Richard Lischer's memoir of the early years of his ministry is beautifully

candid, funny, merciful, and surprising."

—Reynolds Price



'Again and again, **I was amused, enlivened, nourished, and deeply moved** by the truth of the tale he tells with such authenticity and wit.'

—Frederick Buechner, author of *The Sacred journey*

"Reads like a novel. **Lischer gives us reason to hope** in the transforming power of a community that survives not by virtue but by grace."

—Dr. Barbara Brown Taylor, author of *When God Is Silent*

"**As funny as the best of Garrison Keillor**, but goes deeper."

Sally Cunneen, author of *In Search of Mary*

Doubleday

Available wherever books are sold
www.doubleday.com



Listen

Too many congregations seem more interested in their programs than in asking what God is doing in their midst, says Joann Nesser, an associate in ministry who founded and directs the Christos Center for Spiritual Formation, Lino Lakes, Minn.

That insight and concern for leaders' spiritual lives moved her, retired ELCA pastor Richard Beckmen and others at Christos to create Listening for God: Spiritual Formation for Clergy and Congregational Renewal.

The two-year program initially gathered 11 people from seven denominations twice a month at the Christos Center. An extension program is also available.

Participants learn new ways of

Members of Faith Lutheran, Waconia, Minn., gather for small-group prayer and deliberation following a large-group presentation.

prayer and meditation, historical Christian practices of discernment, the nature of personal spiritual

growth and the stages of congregational growth. The focus is on the spiritual formation of leaders who can introduce congregational change. "This isn't a canned program," Nesser says. "We give tools for listening and responding to God [that] people can use in their congregations."

Tuition is \$3,000. Lay leaders attend free with their pastors. Contact Christos at (651) 653-8207; www.christoscenter.org.

Resource: *Transforming Church Boards into Communities of Spiritual Leaders* by Charles M. Olson (Alban, 1995). Available from Augsburg Fortress, Publishers, (800) 328-4648; www.augsburgfortress.org.

Listening together

Contemplative decision-making transforms congregation

Faith's leadership. Discussions are now "less heated and confrontational," says Karen Grangaard, a former council member.

"There has been more cohesiveness and community," she adds. "You could sense a feeling of calm and assurance that the decision would be clear because we made it in God's presence. People are more willing to listen. It's no longer a *we-they* thing. It's always *our* decision. Before it was more likely to turn angry."

This and the co-pastor model "have opened in the congregation a sense of partnership in ministry," Ebbesen says. "The pastors don't have to pretend they are the experts with all the right answers. Wisdom is shared by all in the body."

Faith also takes a more contemplative approach to congregational meetings. Members gather for large-group presentations, break into small groups for prayer and discussion, and then share their struggles and insights with the whole group. Congregational meeting attendance has improved as a result.

Using small groups "breaks down the power of some people who tend to talk all the time," says Erik Moe, the new council chair. "We heard from people we wouldn't have heard from otherwise, not just the very brave or very opinionated."

The challenge, Warnes and others suggest, is that group discernment takes more time, patience, a willingness to surrender power—and humil-

ity to listen for God speaking and working through others.

"The problem is we want control," Moe says. "But you have to give up control of the outcome and ask what God is calling us to do. When we've done this we've been surprised by what happened."

What happens, Warnes says, is that surprising avenues appear, which often yield a better decision and greater trust in God and each other.

Warnes adds, "We're getting to the point where, like the church in Acts, we are willing [after prayer and listening] to wait until we can say, 'It seems good to the Holy Spirit and us,' then move ahead believing this is God's desire, not just our own." □

Miller is editor of The Lutheran.

STOP, LOOK, AND LISTEN By a Ackerman

Discernment: The Point of Stop, Look, and Listen

My Sheep Hear My Voice.

-Jesus, in John's gospel, chapter 10_

Jesus said that his sheep recognize his voice and follow him. For his followers, this was obvious. It wasn't his literal words that they recognized, but that his voice spoke to something deep in themselves which they interpreted as the call of God. And they responded with obedience, attuning their hearts and minds and wills to God. Others, his enemies, who listened to Jesus, didn't hear God; it was quite the opposite. They heard his literal words, but they understood them to be the voice of Satan. There were still others who just heard his literal voice but it had little or no meaning; there was no resonance within their hearts.

Why listen to the voice, the call, of God?

Dennis Edwards tells a story in *Human Experience of God*:

A lonely man hungers for love and companionship, and he longs for a relationship with a woman of his acquaintance. The woman has the some longings. The man *is* unable to tell her. *She is* able to tell him explicitly that she loves him. The man never understands her message, and never responds with saying what *is* in his heart. They live good but empty lives, with only a general sense of mutual attraction.

It is vital to understand God's language to us. We need to be able to identify Jesus' voice for ourselves so we can recognize God's love, or else we live impoverished lives just as the man and woman did. It is important to speak and hear the language of God's and our hearts.

The church has called this process of recognizing the voice of Jesus "discernment:" telling the difference between God speaking and other voices. This is a mysterious gift from God, and also something we can learn. This process is not hearing "a word from the Lord" which is purported to come from God directly; neither is it just thinking about a decision and values. The process involves the Holy Spirit and our mind, intuition, heart and will. The resonance deep within ourselves we call "the inner testimony of the Holy Spirit" when it results in love, joy, peace. But we have to learn to pay attention to it.

We have different languages to talk about this. Those who grew up in evangelical congregations are comfortable with "Hearing the Word" or saying "Jesus said." Other people may use the language of the Holy Spirit: "It seemed good to us and the Holy Spirit," "I sensed that the Spirit was nudging me." Others may say something like "It just came to me."

STOP, LOOK, AND LISTEN

Discernment: The Point of Stop, Look, and Listen

I like the words of "listening with our heart." The heart is the center of our life, beneath but including thinking and feeling. It includes our will and intuition. We invite the risen Christ into our heart at Baptism, Communion, and other events. We take him to heart.

Learning to listen to God contain two processes at the beginning which become blurred together over time:

1. Noticing what is going on inside oneself or within an organization.
2. Interpreting the inner voice, the call of God, the nudge of the Spirit, the voice of Jesus, in this particular situation.

Using the practices described in "Stop, Look, and Listen" daily with individuals is a time honored way of learning discernment. A community can do the same thing. Maximum learning takes place when individuals and organizations together listen for the inner voice and share their learning with each other.

The first practice in "Stop, Look, and Listen" is learning to connect our experience and interpretation. What are those times when we might identify in our experience when we have known the Divine? When are those times when God was important because of his absence? We can begin to notice love, grace, and sin. We can do this both as individuals and groups.

The second practice is to listen with our heart. This is the practice which is available for an introduction. Even a child can begin to notice gifts. Even a child can pay attention to where love, joy, peace are missing. It takes a little more sophistication to ask where God's call might be in both kinds of experience. It may take a long time to help listen to the voice of Jesus in ordinary experience. It begins with paying attention to what is. (A Long, loving look at the Real.) Sharing our practice with a group helps us learn a language for our experience when it is confirmed and challenged by others. We are beginning to notice Jesus' voice daily. We can "attune our lives to the simple call contained in the complexity of a given situation."

The third practice helps us listen to God speaking to us through scripture. It is more than reading scripture or studying it; we are addressed personally. We learn to notice when the Holy Spirit begins to work in our thinking and our feeling. We begin to be nourished by God's word in every event. Again, we have a chance to share this with others, to have a reality check. This may change our way of doing Bible study, listening to sermons and to our hearts..

The fourth practice or amplification helps us receive and give love. We not only notice love received and given, but become changed by it. We pay attention to the gift of community, receiving and giving. We begin to take Sabbath time to play and be present. We begin to learn the way of Jesus, of receiving and giving love. We notice the quality of our relationships.

STOP, LOOK, AND LISTEN

Discernment: The Point of Stop, Look, and Listen

The fifth practice or amplification helps us pay attention to how we are oriented. We learn to discern the subtle differences within us, the "spirits" of our thoughts, desires, feelings, that lead us to God and those which do not. Our mind, our faith, and our feelings become more aware of God, and our wills better educated in choosing freedom versus being caught. We are beginning to be able to "test the spirits" over a longer time, looking at the beginning, middle, and end of the train of events.

The sixth practice helps us pay attention to Jesus' call and our way of habitually listening to him. We decide on daily and weekly practices that help us notice God. The long term results are not only an ability to decide on where God's call is in the big choices, but to have a feel for the minor, everyday choices we make. In the process of listening and obeying we are transformed; we see, understand, operate differently.

Hearing the voice of Jesus can be a subtle but important daily gift and moment by moment practice.

This individual discernment is facilitated by the support and discernment of our church community. Leaders and the church as a whole can begin to pay attention to the work of the Spirit. The congregation as a whole and individuals within it may be transformed.

Here are the basic questions that may be asked of individuals and different groups in the congregation:

1. Where has God given gifts in my, our past? Where do I notice faith, hope, love?
2. How can the Spirit teach us to listen with my, our heart? Today? Now?
3. How can I, we, listen to the Spirit speaking to us through scripture?
4. How can I, we, receive and give communion, community?
5. How can I, we, notice how we are oriented?
6. What practices help me, us, continue to listen?

A complete workbook dealing with suggested ways of answering all these questions should be available by Fall, 2005.

■

You are encouraged to reproduce these materials for use in your congregation. You may not publish them for sale.

For more information, please contact us atjoanchristoscenter@msn.com or the author at ackenman.visi.conn

Discernment Process:

Tools for Discernment:

Key idea: Spiritual Discernment vs. Secular Decision Making

These ideas come from the work of Dr. Charles Olson

These spiritual values help bring the "other kingdom" **into our** great work

Framing----

Specific Questions

1. WHAT IS THE ISSUE?
2. WHAT ARE THE OPPORTUNITIES?

Framing helps you get right to 'the point of knowing

Grounding-----

anchoring down, sending roots down, planting, foundation

1. What are the guiding principles?
2. What are the Biblical images that apply? (What are the stories we have from the word that might illuminate this process) i.e.... the way decisions are made re: image of David being selected.

biblical images about neighbors:

1. Jesus feeding the 5 thousand---
2. the good Samaritan---

Listening

notice we have listening before asking, or listening before speaking.... what is the spirit of god have to say relative to this issue....

Where is God leading us? (we do this through prayerful consideration and "reflection") or what is God impressing upon our spirits...this is the hardest step because we are not used to working this way...

What are the (range of) options? (note you are not deciding, but listening for all the options)

Asking -----

What options will be consider...given what we have talked about ----

What is our readiness to decide? Do we need to take more time? we need to be aware of the "constructive discontent" we need to keep listening until we are ready---"it seems good to the holy sprit---and to us and so we went on....

What options will be consider? what options look best to the group

What is our readiness to decide?

Choosing

are we ready to choose? notice there is this bias to get through the agenda. ...what happens to the "no's" how are they handled. In the choosing

process one of the last things we do is "CHECK" IN WITH FOLKS AND ASK IF WE ARE READY TO MOVE ON

1. Which option shall we select?
2. Is this a courageous act? or How could this be a courageous act? Have we really explored every possibility ...

then....have some silence and ask:

3. Can we move on?

The group wanted to a discuss:

When we might call a pastor?

Framing Activity

Timing , cost, skills, meeting , number, need to do mission first before calling a pastor. could we be calling a pastor too late

What are the opportunities involved in calling a pastor.... what's the impact

1. An opportunity to further the mission of the church it could hold the mission back. What this tell us that we have to be really careful about defining.... maybe we need to use a different call process this time.

The Guiding principles are:

developing leadership— call, equip and send out. This is a guiding principle because the pastor will empower people.... looking at Jesus and how he behaved---influencing...the pastoral...we need to always find a biblical image that fits.

we need a pastor that is courageous as we are.... the passage were the three coins.... Jesus gave ... the three coins.... if the pastor is courageous he will walk beside us.... to take our coin and help us multiply....Jesus also held them accountable.... biblical teaching is very important to this group.... we need bibles and scripture....

Listening & Reflecting----many times as we pray together.....

We then look at the options.... or interim options..... sometimes this is a time to leave it and then come back ...

God's Purpose for United in Faith: We are to be God's Hands, Feet and Voice in the world.

Our Guiding Principles: Jesus is Lord and Savior; Reflect God's love; Pray and listen for God's guidance; Continue to strengthen faith; Include All in God's work; Meet people where they are

Consideration of New Ministries

The Proposed Ministry:

- Who sponsors it?
- What is it?
- How does it reflect our Purpose and Guiding Principles?
Note: A Ministry Planning Report should be prepared by the sponsor using the Procedure for Planning Ministry Reflecting our Guiding Principles and be available for review
- Where does it happen? Where else can it be found?
- When does it happen?
- Why does it happen? What need exists? Who is served by it?

To Make It Happen

- Have at least 3 persons been identified to be actively involved?
- What support is needed for this ministry to get off the ground?
- What support is needed for this ministry to continue?
(Consider people, staff time, places, things - i.e. supplies, financial funding)
- Are there 'show stoppers' (real, perceived, or potential) that would prohibit this ministry from starting and/or continuing?
- Can we say 'Yes' to this ministry?
- The next steps...

Writing S.M.A.R.T. Goals

Developing sound goals is critical to managing your own and your employees' performance. Each year you will ask your employees to set goals for the upcoming year/evaluation period. When you ask your employees to write their goals, teach them to create S.M.A.R.T. goals that support your own goals for the same period.

A S.M.A.R.T. goal is defined as one that is specific, measurable, achievable, results-focused, and time-bound. Below is a definition of each of the S.M.A.R.T. goal criteria.

Specific: Goals should be simplistically written and clearly define what you are going to do.

Specific is the What, Why, and How of the S.M.A.R.T. model.

Example: By August 1, 2009, implement a new performance management system for Classified Staff, A& P Faculty, and University Staff using clearly defined processes and guidelines so employees and managers can more competently evaluate performance and develop their careers.

Explanation of Example:

"Implement a new performance management system for Classified Staff, A& P Faculty, and University Staff" = what

"using clearly defined processes and guidelines" = how

"50 employees and managers can competently evaluate performance and develop their careers" = why

Measurable: Goals should be measurable so that you have tangible evidence that you have accomplished the goal. Usually, the entire goal statement is a measure for the project, but there are usually several short-term or smaller measurements built into the goal.

Example: By August 1, 2009, implement a new performance management system for Classified Staff, A& P Faculty, and University Staff using clearly defined processes and guidelines so employees and managers can more competently evaluate performance and develop their careers.

Explanation of Example:

The essential metric is whether or not the system is operational by August 1st,

Achievable: Goals should be achievable; they should stretch you slightly so you feel challenged, but defined well enough so that you can achieve them. You must possess the appropriate knowledge, skills, and abilities needed to achieve the goal.

You can meet most any goal when you plan your steps wisely and establish a timeframe that allows you to carry out those steps. As you carry out the steps, you can achieve goals that may have seemed impossible when you started. On the other hand, if a goal is impossible to achieve, you may not even try to accomplish it. Achievable goals motivate employees. Impossible goals de-motivate them.

Example: By August 1, 2009, implement a new performance management system for Classified Staff, A& P Faculty, and University Staff using clearly defined processes and guidelines so employees and managers can more competently evaluate performance and develop their careers.

Explanation of Example:

In order for you to reach this goal, you must have a skill set, in this case in the area of performance management, that allows you to understand the nature of the goal, and the goal must present a large enough challenge for you to remain interested in and committed to accomplishing it.

Results-focused: Goals should measure outcomes, not activities.

Example: By August 1, 2009, implement a new performance management system for Classified Staff, A& P Faculty, and University Staff using clearly defined processes and guidelines so employees and managers can more competently evaluate performance and develop their careers.

Explanation of Example:

The result of this goal is a process that allows employees and managers to more competently evaluate performance and develop their careers, not the individual activities and actions that occur in order to make the goal a reality.

Time-bound: Goals should be linked to a timeframe that creates a practical sense of urgency. or results in tension between the current reality and the vision of the goal. Without such tension, the goal is unlikely to produce a relevant outcome.

Example: By August 1, 2009, implement a new performance management system for Classified Staff, A& P Faculty, and University Staff using clearly defined processes and guidelines so employees and managers can more competently evaluate performance and develop their careers.

Explanation of Example:

August 1, 2009 provides you with a time-bound deadline.

The concept of writing S.M.A.R.T. goals is very important for accomplishing individual goals, which in turn are linked to department, division, and University goals. It is also critical for ensuring good communication between employees and supervisors so there are no surprises during annual performance evaluations.

The following questionnaire will assist you in creating S.M.A.R.T. goals. Begin by writing your goal as clearly and concisely as possible. Then answer the related questions. Conclude by revising your goal, in the space allotted.

Source: UHR, Employee Development.

S.M.A.R.T. Goal Questionnaire

Goal:

1. Specific. What will the goal accomplish? How and why will it be accomplished?

2. Measurable. How will you measure whether or not the goal has been reached (list at least two indicators)?

3. Achievable. Is it possible? Have others done it successfully? Do you have the necessary knowledge, skills, abilities, and resources to accomplish the goal? Will meeting the goal challenge you without defeating you?

4. Results-focused. What is the reason, purpose, or benefit of accomplishing the goal? What is the result (not activities leading up to the result) of the goal?

5. Time-bound. What is the established completion date and does that completion date create a practical sense of urgency?

Revised Goal:

Date:

Date Revised:

Source: UHR. Employee Development

Evaluating Current Ministries

The evaluation of the ministries of United in Faith is a multi-phase process.

The initial phase of the evaluation will consist of each ministry re-evaluating its own purpose as it is documented in the Ministry Director's Handbook. This will be done yearly in March. Each ministry team member will participate in their ministry's re-evaluation. The ministry teams will discern what is God's purpose of their ministry. If there are any changes in the job description of the ministry, the changes and the reason's for the changes will be presented at a Ministry Director's meeting.

Each ministry will set their SMART Goals in April or when their last goal's time frame has past, and present them to the Ministry Directors.

The second phase of the evaluation will be occur after each ministry sets SMART Goals. After the time frame for SMART Goals is reached, each Ministry Team will evaluate the success or failure to reach each goal, determine the reasoning and set new SMART Goals. The reason for the success or failure of each SMART Goal and the new SMART Goals will be presented to the Ministry Directors. The Ministry Directors will share their suggestions and recommendations with the ministry.

This is a recursive process so that the ministries always have SMART Goals to reach.

The ministries will share their goals and progress toward reaching them in their report in the Annual Meeting Packet. Significant goals that have been reached can be shared in an Open Forum.

The Council Representative for the Ministry Directors will oversee this procedure.

United in Faith Ministry 2006 Budget Worksheet

Please meet with the participants in your ministry area, walk through this worksheet, and bring this completed worksheet along with your proposed budget for 2006 (use the financial worksheet provided) and capital requests to the October 24, 2005 Ministry Directors meeting.

Here are some things to keep in mind while working on your budget:

- 1). Make sure that everything you are spending money on relates to the vision and values of this congregation.
- 2). Get the job done, but be conservative.
- 3). Be creative! Get food items donated from the congregation, consider partnering with other organizations, apply for grants, do fundraisers, ask ministry participants to contribute to ministries they are involved in.

Name of ministry: _____

How does this ministry relate to our vision?

Which value(s) does this ministry relate to?

List the current programs and ministries that you give oversight to and the value they most closely relate to. Project the total 2005 cost for the program. Begin to assess each area for the results obtained from the work and cost involved. Will some areas be discontinued? Will costs decrease or increase? Estimate 2006 costs.

Current Program or Ministry	Value	2005 Cost	Continue?	2006 Cost
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

Will there be additional ministries or programs in your ministry area in 2006? What value do they relate to? Estimate the cost of these new programs. What results do you expect from these new areas?

New Program or Ministry	Value	2006 Cost
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Consider the staffing needs for your programs/ministries to operate. What skills/experience are needed?

Program or Ministry	Staffing needed
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

What creative ways (fundraisers, partnerships, grants, etc.) might you partake in order to offset the cost of your ministry?

Are there other preliminary comments you would like to make in relation to your budget needs for next year?

Does your group wish to make any capital requests for the coming year? Capital items are property type items over \$500 (for example, new doors, paint, furniture, etc.). **If your group has capital requests, please attach a list with approximate cost for each item and a description of why each item is needed.** Capital requests will be considered based on availability of funds and a priority system that considers safety, necessity and ministry.

Finally, **please attach a line item preliminary budget request to this form (use the form provided).** We will discuss preliminary budget requests at the October 24 Directors meeting.

United in Faith Ministry Directors

Basic Agenda Format

Ministry Coordinators' or Ministry Directors' Meeting
(month day, year)

Adoption of Agenda

1. Devotion/Opening Prayer
2. Personal Sharing/Prayer Requests: Thanksgiving, Help, Healing
3. Special Topics (such as consideration of a new ministry; also can be used to accommodate special guests in attendance for a specific topic)
4. Ministry Reports (report on events since last meeting and upcoming events)
5. Upcoming Events/Calendar (update calendar)
6. Other Ministry Concerns
7. Topic(s) of the Day (such as budget)
8. Other announcements
9. Closing prayer (The Lord's Prayer)

Next meeting date:

Next meeting topics:

Relevant Articles on Ministry Teams

101 Ministry Team Diagnostics –

<http://www.christianitytoday.com/le/2008/spring/1.40.html>

102 Moving To Ministry Teams - http://www.baptiststart.com/ministry_teams.htm

103 A Team Approach To Effective Church Ministry -

<http://wdennisgriffith.wordpress.com/2008/07/09/a-team-approach-to-effective-church-ministry/>

104 - Organizing for Mission Centered Ministry –

http://www.ncbaptist.org/fileadmin/ncbaptist.org_graphics/Cong_Srvs/Docs/Church_Administration/Organizing_for_Mission.pdf

REAL MINISTRY IN A COMPLEX WORLD

Leadership

JOURNAL

The following article is located at: <http://www.christianitytoday.com/le/2008/spring/1.40.html>

Ministry Team Diagnostics

How to avoid the 5 most common dysfunctions of a ministry team.

Nancy Ortberg

April 25, 2008

I work with lots of teams that are either in crisis or transition. But I rarely hear of teams that are both achieving results and are a pleasure to be a part of. This is due, in part, to a misunderstanding of the "team."

Simply put, "team" is just business language for "community"—the glorious intersection of task and people. For thousands of years, the Bible has spoken of using our giftedness in community. Strong leadership emerges in biblically functioning, God-honoring, Christ-forming community. On the other hand, since community is made of people, you can be sure every community is susceptible to dysfunction. So how do we develop and sustain a group that doesn't simply tout the buzzword of teamwork, but is actually the real deal—a healthy, high-performing team?

My introduction to Patrick Lencioni's work on leadership came when my boss at Willow Creek Community Church assigned us to read the first 30 pages of *The Four Obsessions of an Extraordinary Executive* (Jossey-Bass, 2000) by our next meeting. I had been inoculated enough times to be skeptical of "the next best leadership book." So I took the book, nodded my head, and left with absolutely no intention of reading it.

The night before the meeting, a sliver of guilt prompted me, begrudgingly, to crack open the book so I could at least participate in a cursory discussion the next day. I read the book cover to cover—couldn't put it down—captivated by Patrick's leadership principles and his view of the dignity of people. I sensed I had just read one of those rare books that, if I could implement its ideas, would transform my leadership for years to come. Patrick's later book, however, may be his hallmark work: *The Five Dysfunctions of a Team* (Jossey-Bass, 2002). Focused on the leader's role in helping a team do its best work by overcoming common dysfunctions (I learned I was guilty of all five), the book is an excellent ministry resource. The result is a team that is aligned with their gifts, makes good decisions, gets great results, and loves working together. Let me explain how we applied his insights to our ministry teams.

Absence of Trust

Trust forms the foundation for everything else that happens on a team. Interestingly, though, I think ministry teams assume trust rather than work on building trust. Stop for a minute and think: can you name five things you have intentionally done in the last month to build trust on your team?

Trust takes time, but it doesn't take years. Trust can be broken, but it can also be repaired.

Conflict isn't pleasant, but it's your necessary friend. Don't avoid it. Insist on it.

Most of what has been written about trust focuses on character and competency, two key components of trust, to be sure. But Patrick pushes us to think of trust that's based on vulnerability. Vulnerability-based trust makes a team great; without it, people position themselves, and teams become what Patrick calls a "Petri dish for politics." Imagine, politics in a church?

When a leader admits to his or her weaknesses, they are inviting others to participate in leadership to fill the gap of what the leader cannot do. No one can do everything, and this kind of vulnerability allows for everyone on a team to contribute in meaningful ways.

I have worked for leaders who led from a façade of omni-competence and the best I could hope for was to be an implementer of their vision and their decisions. I have also worked for leaders who, because of their appropriate admission of weakness, have invited me to participate as a peer and really lead. I'll take the latter any day.

Vulnerability-based leadership invites others to initiate, innovate, and take ownership of the ministry by making significant contributions. In this way, energy is generated throughout the team and not only by the strong central leader. Our churches are hungry for this kind of leadership.

We recently spent two days with a church leadership team that, by all accounts, got along well but felt "stuck." They were a collection of well-run but very "silo-ed" areas without much collective direction.

Well into the second day, while we were talking about vision and strategy, the senior pastor interrupted and tentatively said, "I think I need to go back to yesterday when we were talking about trust. This is very hard for me to talk about, but ..."

For the next thirty minutes or so, he poured out his heart. He explained how this had been the most difficult six-month period of leadership in his twenty-year career. He admitted that as it got more and more difficult, he hid more and more behind the façade of "I've got it under control." This invisible barrier created distance between himself and others. He avoided the difficult conversations as well as the honesty and vulnerability his staff needed, and they responded in kind by doing their work on the surface and ignoring the deeper issues that threatened to derail the church.

After he finished speaking, the staff responded in remarkable ways. The first person said how good it felt to get those words said aloud, where they could all respond to them. All of them said his words helped them understand what it would mean to really be a team that supported each other and had the courage to tackle the real issues they were all facing in the church.

Sometimes trust starts with just such a conversation, not a one-time conversation, but ongoing vulnerability that connects people in ways that produce significant results, both interpersonally and corporately.

Another significant thing that vulnerability does is cause our teams to be places where Christ is deeply formed in us. Church staffs and key volunteers ought to be the people who are the most "transformed into Christ-likeness." Our teams ought to be places of deep community where there is encouragement, challenge, prayer, and honesty. That can only happen when there are deep levels of trust.

This isn't just some touchy-feely concept; it is a practical component of leadership that allows teams to make better decisions, directly affecting results. If any teams ought to be building and maintaining trust, it is church leadership teams. The kind of community and leadership that exists at that level will inevitably replicate itself, in time, throughout the church.

Fear of Conflict

Of all the organizations we work with, churches tend to be the worst at engaging in conflict in an open and honest way. Somehow we've gotten the idea that Jesus was a Mr. Rogers character who just walked around with beautifully permed hair, blessing everyone. One look at the Gospels will tell you that Jesus was a walking defining moment. His call for transformation was often imbedded in rather terse and direct language.

Les and Leslie Parrot, Christian psychologists who work primarily in the area of marriage, insist, "Conflict is the only way to intimacy." That startling claim has enormous implications for teams as well as marriages.

Avoiding conflict almost guarantees that we will fail to build relationally deep teams, and that we will be unable to make the best decisions for the organization. When teams don't engage in healthy, passionate, unfiltered debate around the most important issues, they inject more politics into the organization and make mediocre decisions that will deliver mediocre results.

A number of years ago, we worked with a ministry team that found itself stuck in a number of areas. During our second day with them, some interpersonal conflict emerged that apparently had been simmering under the surface for years.

At the break, four or five members of the team found my partner and me and told us how glad they were that we were able to surface this issue, because it had frustrated them for such a long time. I was amazed that they had been wasting all of this time hoping someone else would talk about it. That team learned a lot that day about the value of honest, direct conversations versus languishing for months or years in chronic avoidance mode.

In another situation, one staff member had strong feelings about someone who had been fired five years previous. Interestingly, he had sort of held the rest of the team hostage since then by connecting almost every issue that came up for discussion back to this incident, which he perceived to have been terribly unfair.

At literally every break, someone on the team would corner my partner and me and tell us we had to confront this guy about his behavior—that it was the major obstacle to the team's functioning well. It was pretty telling that they thought this was our job after they had been allowing this to go on for years.

It was apparent that although his behavior certainly added to the dysfunction of the team, the rest of the team, by allowing him to get away with it, was no less dysfunctional.

When he finally brought the issue up one more time, I found myself exasperated and said, "Okay, let's assume that firing five years ago was the worst firing in the history of the church. And just for the sake of argument, I mean the Church Universal. Now, does there ever come a time, after discussion and process, that letting it go becomes the healthiest thing to do?"

The guy in question looked at me for about twenty seconds and then said, "I think I can do that. No one has asked me to do that before."

Everyone else on the team breathed a sigh of relief that someone had finally said it out loud, but I directed my next sentence to them: "You realize that by allowing this behavior to go on for five years without asking for a change, you have facilitated the problem."

A very interesting conversation ensued, and I could almost see the repair work being done on that team.

It's not always as simple as a conversation, but a conversation is almost always the starting point.

One of the biggest challenges a leader faces in helping the team get better in this is that you have to allow yourselves to do it poorly in order to learn to do it well. This isn't the kind of thing that you just read about, tell your team about, and then expect to do it well. It takes practice, sometimes painful practice.

But it is one of the most profound ways to grow a team. If one of the ways we can understand our ability to love is by our capacity to forgive, then conflict gives us a great arena in which to practice.

Conflict is basically energy, and when it is not dealt with directly, it goes somewhere else. Unaired conflict goes into the parking lot or behind closed doors. It becomes "malicious compliance" and results in artificial harmony, not deep community. Conflict isn't pleasant, but it's your necessary friend. Do not avoid it; insist on it.

Inability to Make a Commitment

Ever left a meeting wondering what, if anything, was actually decided? Ever lead one of those meetings? Healthy teams know when it is time to make a commitment, and they do it. There are no perfect decisions, but there are good and great ones. At the end of an appropriate amount of debate, there comes a time to decide and to plant the flag.

Different decisions require different amounts of time to debate before commitment. Great leaders help their teams calibrate the importance and time needed and then move the discussions toward that end. Once a decision has been given an appropriate amount of time, research, discussion, and input, great teams make commitments based on what emerges as the best decision possible.

Then, there is consistent execution based on that decision, rather than continual debate, second-guessing, or sabotaging the original decision. Doing the hard work before the decision allows you to release your full energies toward implementing the decision.

One team we are currently working with has just made some significant breakthroughs in this area. For years they had been operating in such a culture of fear that even when they made a decision, people were so afraid of making mistakes that they actually avoided the work that needed to be done.

They would end a meeting with a decision, and then the next week come back, either acting like they didn't know a decision had been made, or so overwhelmed with the work they already had on their plate that they came with a boatload of reasons why they hadn't gotten the work done.

Some of them didn't like the decision, so they were subtly sabotaging it by neglect, and others were just waiting to see if anyone really expected anything to change.

It wasn't until the senior leader began, at every meeting, reviewing the decisions that had been made and the resulting changes required that people on the team began to actually believe that they needed to implement the changes they'd decided on.

He started going around the team before the meeting ended and asking for a verbal "buy-in" to the decisions they had just made. Slowly—imperceptibly, at first—they began to gain momentum toward their ministry goals. Soon areas like evangelism and service to the poor began showing life.

Leadership is, at its heart, about the promises we make and the promises we keep.

Avoidance of Accountability

Holding people accountable is hard work, and it's not usually fun. In fact, I worry a bit about people who enjoy it too much. But we need it. And you don't have community or leadership without it.

In fact, most of us who have been leading for very long will have memories of a time when a leader we respected held us accountable. What might have been an awkward and embarrassing conversation, in retrospect, was a turning point in our development. Everyone needs that, and community is obligated to do that.

I have had ministry leaders talk to me about talks I gave that needed more work, leadership decisions that were not well thought through, and interpersonal relationships that could have been handled more honestly or kindly. In the moment, I did not like any of those discussions. I was embarrassed and hoped they would just go away. But they didn't, and now I am glad they didn't.

I delivered my fourth or fifth sermon as a staff member at Willow Creek when our senior pastor, Bill, was out of town. The previous sermons had been debriefed and coached through with him, and when he returned from his trip, he called me into his office to do the same with this sermon.

I had my pad of paper with me to take notes. Then he asked me, "What were you thinking?" I began to explain the structure of my talk.

"No, Nancy, that was a rhetorical question," he said. "When I listened to this sermon, I had no clear sense of what you were saying, and it felt to me like you had not given it the work it needed to be a good talk."

Now, at that moment I was wishing that the ground would simply open up and swallow one of us. I was just still debating which one of us. I was mortified, embarrassed, defensive, and mad.

Oh, and one more thing. He was right.

I'm not sure if it was because my first few sermons had gone well that I figured I didn't have to work as hard, or what. But he was right. I had not done the kind of diligent work on that talk that I owed the congregation. Not only was he right about my failure, but he was right, too, to hold me accountable.

Great teams get to the point where the members hold each other accountable. Failing to live up to group commitments does not result in private, one-on-one talks about the failure but to team discussions of accountability. Teams do this so they can pursue the cause about which they feel so deeply, and so that they are involved in helping each other learn and grow.

Inattention to Results

Here is the tension that we all live with in ministry leadership: the results are not completely in our hands, and we are to work with all of our efforts to accomplish the results. Much of leadership is about managing tensions, and this is a big one.

In Joshua, the nation of Israel stood poised on the east side of Jordan, waiting to cross. This moment was the culmination of over 400 years of captivity in Egypt and 40 years wandering in the desert. Generations had gathered their children by the fire and told of the coming day when they would be in the land that God had promised them: a land whose trees groaned under the burden of the abundant fruit they bore.

Repeated 14 times in the book of Joshua was the phrase "the Lord has given you the land." Sounds easy enough. We have waited for hundreds of years, and God promised, so let's go.

The second most repeated phrase in Joshua is "Be strong and courageous. Do not be afraid." You see, Israel, even in the face of the promise, still had a lot of battles to fight. And for us, there's a tension between what only God can do and what he expects us to do to allow him to do his work.

As leaders in the church, we understand that results are not completely in our hands. We are not ultimately responsible for everything. However that is very different from saying that it is okay to rationalize the fact that the ministry is not moving forward because of our poor or misguided efforts.

Great leaders perform autopsies on poor results. They are constant learners and listen to God, as best they can, and relentlessly pursue doing things better and more effectively. They are passionate about results, because results affect people. Sometimes results *are* people.

Even in churches, it is possible to get our eyes off of people and onto the wrong things. People in teams should be transformed, and the people with whom we are doing ministry should be transformed. The work we do should result in the grace of God pouring out into his beautiful and broken world.

What could we have done differently? What did we learn from this, for future decisions? Has this ministry been allowed to go past its prime, and is there, perhaps, a new and better way? These are the questions of a team that build great ministries that deeply impact people for Christ.

As leaders it is great to see clearly what dysfunctions can derail a team and put our best efforts toward overcoming them. It will take courage and perseverance, but it will be worth it. It will create a culture in your churches in which teams become a place where people can come and do what they do best with people they love being with. What a great picture of the Kingdom.

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At: http://www.baptiststart.com/print/moving_to_teams.html

Moving to Ministry Teams

Our initial draft as we considered making the change to ministry teams.

by Derek Gentle

At our church we are looking into moving to ministry teams. We already have about a million committees, but our enlistment process leaves us with people on the committees who don't know their role and who sometimes didn't know they were on the committee. We could simply improve our committee enlistment process for the committees, but why not go all the way and transition to ministry teams?

I had been hearing about teams, but I had trouble getting a handle on the difference between committees and teams. What's the difference between a committee that practices teamwork and a team? Some of them sound cute, but they aren't "concrete." My spirit says, "I know what you mean," but it's not specific enough to explain. Here are a couple of examples:

Committees tend to create bureaucrats; teams create ministers.

Committees do church work; ministry teams do the work of the church.

Some of the distinctions I found seemed to make it a little clearer:

Often, committees are groups that have meetings and make decisions which decide the actions of other people. In contrast, Ministry Teams are groups that actually do ministry.

Committees require the church to start with the positions and find the people to fill them; Teams start with the people and build the ministries around their gifts.

Teams are more intentionally results oriented.

Teams are more dedicated to blending varying talents in trying to achieve their goals.

Teams consciously utilize spiritual gifts. In the old committee structure, spiritual gifts are often irrelevant.

With teams, the church is not crippled by the departure of any one person, especially a solo styled leader. We all have seen the committee where the chairman, in deed and in truth, functions as the committee.

These are all generalizations, of course. And the term, *team* is not a magic word or even a biblical term. There are many church committees that could accurately be described as a team. Youth Committees in many churches are a common example. Together they are responsible to carry out a ministry. The members personally minister. They plan their work together; everyone has a say in the planning process. Everyone has specific responsibilities. They review their work and seek improvements. No matter what you call it, it's a team. The point of moving to teams, and of calling them teams, is say that this is what is expected... it is to "do that on purpose."

Even though teams are often used in business, and business terms and methods are often brought to church, the team concept is biblical enough:

"Dependent on Him, the whole body-- its various parts closely fitting and firmly adhering to one another-- grows by the aid of every contributory link, with power proportioned to the need of each individual part, so as to build itself up in a spirit of love."
Ephesians 4:16 (Weymouth)

"There are diversities of gifts, but the same Spirit. There are differences of ministries, but the same Lord. And there are diversities of activities, but it is the same God who works all in all. But the manifestation of the Spirit is given to each one for the profit of all" 1st Corinthians 12:4-7

"My brother, fellow worker, and fellow soldier" Philippians 2:25

Here is an abbreviated rough draft which we are considering in our move to teams:

1. There will be three kinds of teams: Ministry Teams, Service Teams, and Teaching Teams. A ministry team carries out a concerted ministry for the church. A Service Team's work is periodic, easily rotated, or requires little planning time (sound crew). A Teaching Team is one which provides leadership in the Sunday Morning Bible Study or in training disciples.
2. Team Task Directives for each shall be approved by the church. The Team Task Directive states the team's Scope of Ministry (Youth, grades 7-12, Homebound, etc.), Basic Objectives (no more than four), General Responsibilities, and Indicators of Success.
3. Each Team will have a Leader who is the responsible "make things happen" person.
4. Some Ministerial Staff Members relate to teams as advisors and a team could exist to undergird the work of a ministerial staff member, but staff members will not serve as Team Leaders. The ministerial staff exists, "To equip the saints for the work of ministry" (Ephesians 4:11, RSV).

5. Each Team Member is selected by the Team Leader in consultation with the Pastor (and other ministerial staff members whom the pastor may deem appropriate).

Team Members will be selected for each team with their specific natural abilities and Spiritual Gifts in mind. No one is placed on a team to make them feel included, to fill a slot, or to put a name on a list. Teams will not have more members than is necessary to do the job. When an individual can do the job alone, a team will not be used. There will be no ex officio members of Ministry Teams.

6. Each team member is personally enlisted by the Team Leader.

7. Teams will have three to five members.

8. Teams are to involve from the church body in the ministries for which they are responsible.

9. When Team Members are enlisted, the leader will discuss with them the Team's Task Directive.

10. Each team's work will support the Mission Statement and Church Principles of First Baptist Church. Teams will be accountable to the church body.

11. Within the scope of the Team Task Directive, each Team plans its own work as the Holy Spirit leads.

12. Each team shall produce and sign its own action plan.

13. Team membership is for a term of one year, but terms are renewable, though not guaranteed. Ministry Teams, Service Teams, and Teaching Teams are distinguished. No one may serve on more than one from any category and more than two teams total. No one may serve as Team Leader for more than two consecutive years on the same Ministry Team.

14. Teams will regularly gather to evaluate the effectiveness of their work and to measure their progress and report to the church.

15. Teams are expected to continually seek training and to hone their skills. How much training, how often will vary with the nature of the ministry of the team.

15. At the end of their terms each year, team members will be asked to complete a self-evaluation. This questionnaire (to be seen only by the team member) will include these four questions:

- (1) Am I in Fellowship? -- with Jesus
- (2) Am I being Faithful? -- in my place of service
- (3) Am I being Fruitful? -- and seeing "Grace Results"?
- (4) Am I being Fulfilled? -- or is it time for a change in my service?

The Team Members will then return a reply card (which will go to the pastor) expressing whether they would like to be considered by the incoming Team

Leader for another term or if they have interest in pursuing another area of ministry.

It is to be expected that changes will be made from time to time to keep fresh people in places of service, to prevent burnout, and to help people experience well-rounded growth.

GRACE & PEACE

mullings & musings of w. dennis griffith

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A Team Approach to Effective Church Ministry

July 9, 2008



As a Presbyterian minister I am keenly familiar with committees. While committees are a familiar staple in churches of almost any flavor, we Presbyterians especially like to have everything done ‘decently and in order’. This makes the committee structure seem almost inherently appealing to our ecclesiastical DNA. But to be honest, from time to time I find myself asking “Why do we need committees?” Are there not any other options?

PORTRAIT of a COMMITTEE

Let me sketch a synical picture:

The old cliché seems all too true: “A committee is a group of people who take hours just to keep minutes.”

Let’s be honest. In most churches some seem to equate frequent meetings with effective ministry. Yet, in those same churches, others avoid serving on committees just so they don’t have to go to meetings. True?

The typical committee will gather on occasion to discuss some particular matter. (Frequency of meetings vary, and it seems to be decided by how much the chairperson likes to attend meetings. Food to be consumed during the meeting is optional.) Usually the meeting officially opens with some perfunctory prayer (not real worship or intercession), and is followed by a lot of chatter.

Committee members are not often experts about the subject they are discussing, nor necessarily even students of the related issues. Nevertheless, there rarely seems to be any lack of opinions.

There has to be a better way.

Follow

What if, in a particular church, each ministry simply had a director? A director would be someone with a growing knowledge (expertise?) and who senses a passion for, and even a calling to, a particular ministry or work. What if such a person were the one to set the direction & pace? Would we still need to have committees?

OBJECTIONS

I know there are objections to such a notion. Among them might be:

1. People would not have a voice. They would feel no ownership, and therefore might not participate or support a ministry.
2. There is a need for a shared work load.

I've heard both, so let me take a moment to address these concerns.

1. People would not have a voice, and might not participate or support the ministry.

I suspect that this is probably true in some cases. If the leadership of the church (in Presbyterian circles meaning the Session, or Elders) appointed a person or persons, but did not open it up to anyone who wanted to volunteer, there may be some objections. But where this is true I think it reflects a more fundamental problem than the presence or absence of a committee structure.

What does such an attitude say about the people and their respect for the leadership of the church? In such situations, it seems to me, there is at least one of three issues undermining the overall health of the church: 1) the leadership may have a history of being inept; 2) more common, the people in the church have a seriously deficient view of the role of leadership; 3) and worst of all, people are sinfully rejecting the God-ordained leadership of the church.

The presence of any one of these conditions undermines the possibility of an effective ministry. And these conditions reflect a far more serious problem than the lack of a committee, or even the lack of a ministry. If leadership is rejected because of incompetence or a history of unqualified leaders, then the church must ask itself why such leaders were ever elected, or allowed to be appointed, in the first place. If people are rejecting and rebelling against a qualified leadership that God has put in place in that church, then ultimately the people are acting against God himself. In either case the church has sin that needs to be addressed. No structure will compensate.

Now, let's assume that the problem is the unwillingness of the people – or the unwillingness of a visible small group of people – to follow the direction of godly leadership. Do we really want to establish (or perpetuate) a committee system just to appease people in their sin? (NOTE: I am not saying that having a committee structure is sinful, just asking if appeasement is sufficient reason to operate that way.)

2. There is need for a shared workload.

This is a very valid point. Most ministry is too cumbersome to be accomplished alone. This is especially true when the leader is employed in another vocation. He/she has responsibilities to honor God through work in that field, and responsibilities to those who work with him/her at that business. On top of that there are family priorities, not to mention service to the community.

Time is a precious commodity – and a limited one. I suspect that is why so many Americans are willing to simply write a check. More money we can often find, but time is a little scarce.

Follow

Because of time limitations it would be difficult for most people to lead every aspect of a multi-faceted ministry. It would be even more difficult to develop the level of expertise in each area that would facilitate effectiveness. The work load needs to be shared.

TEAM APPROACH vs. COMMITTEES

To me the TEAM approach seems to be a much better idea than traditional committees. Committees may be very helpful when reviewing the work of someone or something. Different perspectives can enhance understanding and perceptions. But this is not the same thing as getting something accomplished.

Teams are composed of a group of individuals with a shared commitment and shared goals. Each member of any team has a specific position to play, a particular responsibility. The whole team depends upon each person to perform his/her job to be effective. This requires that each person becomes an 'expert' or advanced 'student' of their respective position.

Each team may have one person who is the organizational leader, like a coach or captain. (This would be the Director I mentioned earlier.) But it takes every person on the team to know what they need to do and how to do it to succeed. When each person does their job the team "wins".

Now, what if we applied more TEAM concept than traditional committees to the ministries of our churches? A few things come to mind:

1. Effectiveness

Team members would be clear about what they were attempting to do, and how their efforts were contributing to the success of the whole; and ultimately to the advancement of God's Kingdom. No one would be on the team without a specific responsibility. This is not always the case in the traditional committee structure. Many times a committee is composed of a representative sample from the congregation merely so every part of the church has a voice. People do not always have specific ongoing spheres of responsibility. They have no particular area where they provide informed insight, only opinions. Meetings can get bogged down trying to come to some consensus of opinion, rather than experiencing the synergy that occurs when each member performs a vital part.

2. Retention

The lack of clear responsibility and ineffectiveness are perhaps the two primary reasons people decline to serve on committees. No one wants to put in time and effort if they are unsure of what they are trying to accomplish, or if they see no accomplishment for their labors. But if members have clear job descriptions and see their work contributing to something bigger than themselves, I suspect fewer people would resign from the various ministries of the church.

3. Unity

There is less room for division or conflict when each member knows his/her role and the role of the others. And if conflict does arise it will be much easier for all to recognize the source. Either, 1) someone is not doing his/her job, thus causing stress to other team members; or 2) someone is overstepping their bounds, disrespecting or even hindering another team member in his/her responsibility. (Should such a thing happen [Matthew 18](#) & [Galatians 6.1-2](#) can be applied to bring about reconciliation.)

4. Community

Follow

These teams provide an opportunity to develop relationships. A shared task binds people together. This would have to be intentional. Team members are not only interdependent, but can offer themselves into voluntary accountability, much as is generally expected in small groups. (Roberta Hestenes has written a short booklet about this called, [Turning Committees Into Communities](#).)

Conclusion

Maybe it is merely a matter of semantics. Maybe we simply need to raise the standard bar for our committees, rather than reinvent our structures. But It seems to me that moving more toward this approach would produce more effectiveness in the work of the Kingdom. Maybe even more than that, as I look at some of the possible outcomes of such an approach, it might be an opportunity to better reflect the Kingdom within our churches.

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3 Responses to “A Team Approach to Effective Church Ministry”

1.  [byncDrarano](#) Says:

[August 2, 2008 at 6:20 pm](#)

Very nice!!

[Reply](#)

2.  [Pastor Henry Eze](#) Says:

[March 28, 2010 at 3:13 pm](#)

Am a pastor.I love to have a link with your teachings and organisation.please can you offer me such the opportunity to grow the church and belong to your organisation.Thanks.

[Reply](#)

3.  [Pastor Henry Eze](#) Says:

[March 28, 2010 at 3:28 pm](#)

Am a pastor.that is a very good insight for effectiveness and efficiency when followed well in a church leadership.Thanks.

[Reply](#)

Follow

Organizing for Mission-Centered Ministry

Vision Team: Leads Church in Vision – Mission Ministry Planning

Vitality	Outcomes
Values	Ministries
Vision	Organization
Mission	Ministry Teams

Develop Mission-Centered Ministry Teams

- a. Ministry Connection Team
- b. Ministry Teams
- c. Ministry Coordination Team
- d. Management Coordination Team

Develop Systems for:

- a. Discovering Giftedness of People
- b. Connecting Gifted People to Ministry Teams
- c. Equipping Teams for Ministry
- d. Empowering Teams for Ministry

Team Leaders Lead Teams in Annual Planning Process

1. Align team with values, vision and mission of church
2. Evaluate current status and past 3 years of team ministry
3. Discover strengths and needs
4. Prioritize team objectives
5. Set goals: brief, measurable and dated
6. Consider resources to meet goals
7. Choose actions to reach goals
8. Make calendar and budget
9. Team Leaders collaborate in the Ministry Coordination Team to determine church strategy
10. Implement Mission-Centered Ministry Actions
11. Evaluate

Teams Coordinate Mission-Centered Ministry through Regular Planning

1. Evaluate Completed Action
2. Coordinate Current Actions
3. Plan Ahead for future Actions

The Ministry Team System

The Ministry Connection Team is enlisted by the church to discover the giftedness of the congregation and to interview and to connect members to ministry. They enlist team leaders and work with them to enlist team members.

Ministry Teams are formed based on the values, vision and mission of the church. They can be enduring ministries such as Sunday School, Discipleship, Missions, Music, or they can be teams for short term and/or personal ministries.

Ministry Team Leaders are enlisted by the Ministry Connection Team based on the gifts and passions needed for this team.

Ministry Team Members are church members who have similar gifts and passions for the team's ministry. They are enlisted by the team leader working with the Ministry Connection Team which serves as a source of names and gifts of members and as a screening team so that multiple teams are not competing for the same member.

The Ministry Coordination Team serves as a forum for church leaders to guide ministry planning and coordination. The team consists of the team leaders of the church's ministry teams.

Ministry Teams meet annually to plan their ministries according to their team's purpose, which should be supportive of the church's mission. Ministry Teams prepare a calendar and budget for their team, which is taken by the team leader to the Ministry Coordination Team for collaboration.

Ministry Team Leaders collaborate in the Ministry Coordination Team to develop a holistic strategy for the church's ministry. When multiple teams present similar goals, dates, actions, etc., the Ministry Coordination Team collaborates to eliminate turf-ism. Ministry Team Leaders work to combine and connect team ministries to reduce redundancies. The goal is to develop a holistic strategy that will enhance the church's mission but not strangle the congregation.

Management Teams are formed based on the values, vision and mission of the church. They can be enduring ministries such as Personnel, Building and Grounds, Budget and Finance, Constitution and Bylaws, or they can be teams for short term such as Pastor/Staff Search Teams.

The Management Coordination Team consists of team leaders or committee chairpersons from the administrative and/or management oriented teams/committees of the church. This team works with the Ministry Coordination Team as a clearinghouse, a check and balance group, and a business management team to develop the infrastructure to support the ministries that accomplish the mission of the church. They meet separately to keep from taking focus on the priority of ministry over administration.

The Ministry Coordination Team prepares a calendar and budget and collaborates with the **Management Coordination Team** based, not on the team structure or generic categories, but on the church's values, vision, and mission. This is presented to **the congregation** for affirmation and celebration of a holistic, mission-centered ministry strategy. This keeps the values, vision, and mission of the church as the main priority of the church.

Ministry Teams meet regularly to: Evaluate completed ministries, Coordinate current ministries, *and* Plan ahead for future ministries.

The Ministry and Management Coordination Teams meet monthly/quarterly or as needed to keep the church's ministries mission-centered, to support the administrative infrastructure needed for the ministries and to: Evaluate completed ministries, Coordinate current ministries, *and* Plan ahead for future ministries with all of the Ministry Teams. They meet separately except for those times when coordination between the two teams needed; then they meet together. Priority is on mission-centered ministry with management providing support.

<p style="text-align: center;"><i>Every Member in Ministry</i></p> <div style="text-align: center;">  </div> <p style="text-align: center;">_____ Baptist Church</p>	<p style="text-align: center;">Ministry Team/Committee</p> <hr/> <p style="text-align: center;"><i>Commit to the Lord whatever you do, and your plans will succeed.</i> Proverbs 16:3</p>
<p style="text-align: center;">Purpose</p> <p>Support the core values of _____ Baptist Church:</p> <ol style="list-style-type: none"> 1. 2. 3. 4. 5. 6. 7. <p>Help the church live into its vision of _____</p> <p>Help the church accomplish its Mission: _____</p> <p>The Purpose of this ministry team/committee is _____</p>	<p style="text-align: center;">Expectations and Responsibilities</p> <p>This ministry team/committee will support the core values and assist the church in living into its vision and accomplishing its mission by</p> <ol style="list-style-type: none"> 1. 2. 3. 4. 5. 6. 7. 8. 9. 10. 11. <p>Time Commitment:</p> <p>Length of Commitment:</p>
<p style="text-align: center;">Personal Commitment</p> <p><i>I commit to serve God in this area of ministry to the best of my ability for the period of time agreed upon. If at any time during this year I find I can no longer give my best to this commitment I will contact the team leader.</i></p> <p>Name _____</p> <p>Address _____</p> <p>Phone Numbers: Home _____</p> <p>Work _____ Mobile _____</p> <p>Email _____</p>	<p style="text-align: center;">Ministry SHAPE Needed for this Ministry Team/Committee</p> <p>Spiritual Gifts: (What I'm gifted to do...)</p> <p>Heart or Passion: (What I love to do...)</p> <p>Abilities: (What I can do well...)</p> <p>Personality: (How I relate to people...)</p> <p>Experience: (What I do now/have done in the past...)</p>

Ministry Coordination Team

Pastoral Equipping Team: (Church Staff)

Ministry Connection Team Leader –

Deacon Ministry Team Leader –

Church Ministry Team Leaders:

A. Enduring Ministries:

Sunday School or Small Groups –

Discipleship Team (Equipping Ministries) –

Missions Team (Mission Education and Prayer, Ministry Action) –

Music and Worship Team (Worship, Choirs, Praise Teams, Drama) –

Age Group Teams (Preschool/Children; Student/Youth; Adult; Senior Adults, Special Ministries, etc.) –

B. Short-Term Ministries (Innovative, Specific Need, Personal Ministries) –

C. Miscellaneous Teams –

Lord Supper –

Flower –

Food Service –

Other –

Management Coordination Team

Pastoral Equipping Team: (Church Staff)

Church Officers:

Deacon Ministry Team Leader:

Ministry Coordination Team Leader:

Church Management Team Leaders:
Constitution and By Laws –

Budget and Finance –

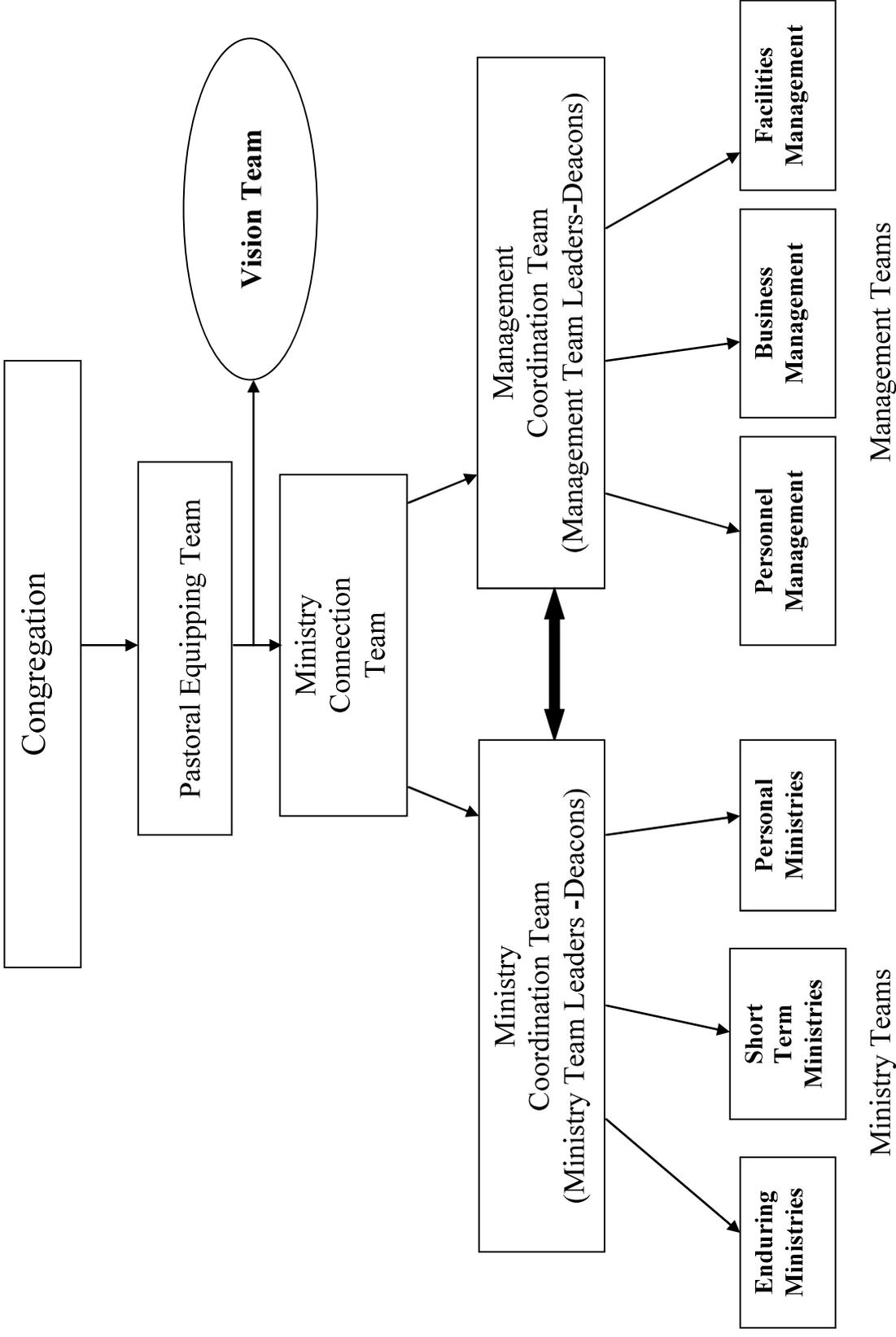
Stewardship –

Property and Space –

Personnel –

Other Administrative Teams:

Short-term Administrative Teams:



**Team Ministry Organizational Flow Chart
Smaller/Medium Membership Church**

Church

Ministry Flow Chart