

Church Leadership & Administration

Objective

The objective of this course is to introduce the individual to the Biblical organization of the Church and provide a theoretical framework of Church ministry. Church administration is the organization of the life of the Church to achieve the Biblical mission. Concepts will be discussed in a way that offers the student immediate application to their immediate context of ministry and future places of service. *This course is required for Christian Baptist Ordination.*

Course Schedule (Tentative)

- 1st Session: Biblical foundations of the Church.
- 2nd Session: Caregiving in the Church.
- 3rd Session: Administering the ordinances and other special times.
- 4th Session: Leading the Church.
- 5th Session: Pastoring for a lifetime.



Biblical Foundations of the Church: What Do The Scriptures Say About The Church?

When you think of Administration what comes to mind?

“Church administration is ministry, not methods. It’s people, not paperwork. It’s human processes, not inhumane policies. It’s management, not manipulation...In the church and other Christian institutions, administration is growing people, not simply doing things.”¹

“A churches is an organism. An organism is a complex structure of interdependent and subordinate elements whose relations and properties are largely determined by their function in the whole. The church, an organism, is a basic unit constituted to carry on the activities of its life by means of parts separate in function but mutually dependent. Such an organism requires administration - good administration - if it is to be very effective.”²

“No human organization that we know of has the inherent ability to manage itself well. Human organizations need leaders who understand the dynamics of creating, leading, and managing successful organizations.”³

The Church: A Visible and Invisible Organization

“In *The Misunderstanding of the Church*, theologian Emil Brunner points out that the church is two manifestations. 3 After the first century, the church grew quickly and needed to be managed. Managing the church became the dominant focus of the church hierarchy until the Reformation. Luther, Calvin, and others stressed the importance of the church as a community of relationships. Brunner calls this network of relationships the “invisible” or “hidden” church. The Reformers attempted to foster a community of renewed spirituality, accompanied by an efficiently run organization founded upon local control. 4 In this respect, Brunner sees the church as two entities: (1) a spiritual

¹ Powers, Bruce (2008) *Church Administration Handbook* (3rd ed). B&H Publishing Group. Nashville, TN.

² Tidwell, Charles A. (1985) *Church Administration: Effective Leadership for Ministry*. B&H Publishing Group. Nashville, TN.

³ Smith, Mark & Wright, David (2011) *The Church Leader’s MBA: What Business School Instructors Wish Church Leaders Knew About Management*. OCU Press. Circleville, OH

community that administers healing, reconciliation, and salvation, and (2) an organizational entity that requires skillful and knowledgeable administration. This dual thrust of the church as a complex network of spiritual and administrative relationships necessitates training leaders in multiple disciplines."⁴

Ecclesiology - the study of the church

The doctrine of the church covers the Scripture's use of the word church; its characteristics, leadership and ordinances. A church is a group of people called out from the world and separated unto Jesus Christ. The Church is not the building. The Bible speaks of the Christian's body as being "the temple of the Holy Ghost." Remember, *"but will God indeed dwell on earth? Behold, the heaven and the heaven of heavens cannot contain thee; how much less this house that I have builded"* (1 Kings 8:27).

Ekklesia - "called out" or "separated"

- Most common word for the church

Kuriakon - "belonging to the Lord."

- A church belongs to the Lord and is composed of people who have been born again into God's family.
 - a. This is the base from which German scholars translated this Greek word into "kirche."

The Universal Church

- Christ's promise was to a single church. Matt. 16:18
- Paul was grieved for the whole church. 1 Cor. 15:9
- Body of Christ Eph. 5:23
- Christ the builder Eph. 2:20
- Christ gave himself for the whole church. Eph. 5:25-32

The Local Church

- In most places the church is referred to a local congregation of believers.
- For example, Jerusalem, Antioch, Ephesus, Corinth, Thessalonica, Smyrna, Pergamos, Thyatira, Sardis, Philadelphia, Laodicea.

Design of the Church

- It is to glorify God - Eph. 3:21

⁴ Smith, Mark & Wright, David (2011) *The Church Leader's MBA: What Business School Instructors Wish Church Leaders Knew About Management*. OCU Press. Circleville, OH

- It is to edify its membership - Eph. 4:11-12
- It is to evangelize the world - Matt. 28:19-20
- It is to purify its membership - Eph. 5:25-27
- It is to prevent corruption in the world - Matt. 5:13

Descriptions of the Church

- Body of Christ (1 Corinthians 3:16-23, 12:1-31)
 - a. Unity and diversity
- Building of Christ (Ephesians 2:19-22)
 - a. Cornerstone, foundation, builder
- Bride of Christ (Ephesians 5:22-33, Revelation 19:7-10)
 - a. Purchased with blood and clothed in righteousness.
- Family of God/Household of Christ (Hebrews 3:1-6)
 - a. Belonging

Leadership of the Church

Pastor

- Pastor - "shepherd" Acts 20:28
- Bishop - "overseer" 1 Pet. 5:2
- Biblical Qualifications of the Pastor
 - a. 1 Timothy 3:1-7
 - b. Desire (1), Blamelessness (2), Husband of one wife (2), Sober (2), Given to hospitality (2), Apt to teach (2), Not given to wine (3), No striker (3), Rules own house well (4), Not a novice (6), Of good report (7)

Biblical Duties of the Pastor

- c. To be an example - 1 Pet. 5:2-3
- d. To rule - 1 Tim. 5:17
- e. To guard right doctrine - Titus 1:9
- f. To edify the body of Christ - Eph 4:12
- g. To preach the Word - 2 Tim. 4:2

Deacon

- "Servant"
- The office was instituted so the pastor would have more time to pray and study.
- Acts 6:3
- Biblical Qualifications of the Deacon
 - a. 1 Timothy 3:8-13

- b. Because of the leadership position, many of the qualifications of the deacon are similar to the pastor.
- Biblical Duties of the Deacon
 - a. Primarily to serve the congregation. Their responsibility was to take care of the people's needs.

Today's Church

340,000 registered churches in North America

- 85% of those are declining
- 10% are either stalled or growing from transfer
- 5% are growing from discipleship and conversion
- 3,500 to 4,000 U.S. churches close each year.⁵

Maintenance or Missional

- A maintenance church is occupied with the today and getting through it in hopes of a tomorrow.
- A *missional* church is occupied with tomorrow and how we prepare today for it.

We want our people to reach up to God, grow in faith, and move out toward others.

- Reaching UP – Worship
- Growing IN – Discipleship and Fellowship
- Moving OUT – Evangelism and Ministry

Worship

- *"But the hour cometh, and now is, when the true worshippers shall worship the Father in spirit and in truth: for the Father seeketh such to worship him. God is a spirit and they that worship him must worship him in spirit and in truth."* John 4:23-24
- Worship – (Anglo-saxon) "*weorthscipe*" meaning to ascribe worth, to pay homage, to reverence or venerate."
 - Praise – express approval or admiration
- Why Worship?
 - Commanded – Ex. 24:14
 - Give true focus
 - Prepares us to receive God's word
 - Gives us clear eyes to see God
- Old Testament Worship

⁵ Stetzer, Ed & Dodson, Mike (2007) *Comeback Churches: How 300 Churches Turned Around and Yours can Too.* B&H Publishing Group. Nashville TN

- Sing – Ps 96:1
- Proclaim His Wonders – Ps. 96:3-6
- Give to the Lord – Ps. 96:7-8
- Holiness before the Lord – Ps. 96:9
- Proclaim the Word – Ps. 96:10-13
- New Testament Worship
 - First description of Worship – Acts 2:42
 - First they committed to teaching
 - Second, fellowship
 - Thirdly, breaking of bread
 - Fourthly, prayer

Discipleship

- Disciple – (Greek) Mathetes – meaning “learner, pupil, follower or apprentice.”
 - “Thought accompanied by endeavor”
- Christ’s disciples – Luke 14:25-33
 - Love Christ above all others - Vs. 26
 - Follow Christ through all – vs. 27
 - Give everything to Christ – Vs. 33
- The Church’s Role in Making Disciples
 - Great Commission – Matt. 28:18-20
 - Modeling, formal teaching, mentoring
- Growing Toward Spiritual Maturity
 - Feasting on the Word of God
 - Developing Intimacy with God
 - Establishing a Godly lifestyle
 - Fruitfulness and reaching others
 - Developing spiritual gifts
 - Fellowship

Fellowship – (greek) Koinonia – fellowship, sharing in communion.

- Acts 2:42
- Developing Church Fellowship
 - Edify one another – Eph. 4:16
 - Confess faults to one another – Jam. 5:16
 - Forbear with one another – Eph 4:2-3
 - Empathize with one another – Phil. 2:3-4
 - Submit to one another – Eph. 5:21
 - Accept one another – Rom. 14-15
 - Forgive one another – Matt. 6:14-15
 - Admonish one another – Col. 3:16

Evangelism

- Make disciples “teach all nations”
 - Matt. 20:19
- 3 Types
 - Presence evangelism “witness”
 - Proclamation evangelism
 - Persuasion
- Nine Words
 - Martureo – Sharing your experience with others (Acts 1:8)
 - Laleo – Talking to others (Acts 4:1)
 - Euaggelilzo – telling others about Jesus (Acts 8:4)
 - Didasko – teaching others systematically (Matt. 28:20)
 - Dialegomai – Answering reasonable objections (Acts 18:4)
 - Katagello – Driving home the gospel (Acts 17:3)
 - Kerusso – Announcing the gospel so people can respond (Acts 8:5)
 - Mathaeuo – Convincing others to follow Jesus (Matt. 28:19)
 - Peitho – Persuading those who are hesitant (2 Cor. 5:11)
- Two Doors
 - Front-door evangelism - inviting or event
 - Side-door evangelism – sharing gospel through personal contact

Ministry - Diakoneo – to serve

- Do we have church programs or do we have ministry?
- Ministry is to be holistic.
 - Body, Mind, Soul

Christian Caregiving in the Church: Pastoral and Laity

When you think of Christian caregiving what comes to mind?

“No amount of scholastic attainment, of able and profound exposition, of brilliant and stirring eloquence can atone for the absence of a deep impassioned sympathetic love for human souls.” -David Brainerd

“There will never be a substitute for your personal care of those in your congregation or organization. People need you. There will be times when they need you “in person.” They will need your prayers. They will need that shared promise from God’s Word.⁶

“A pastor must prepare to redirect the interests of his flock beyond the green pastures and still waters of their own personal gratification to the glorification of Christ and the seeking first of His kingdom. Heaven comes later. In short, sheep need to be nurtured, but good shepherds understand that spiritual guidance and protection are the essence of nurture.”⁷

“Toler’s Ninety-Minutes-a-Day Care”⁸

- Spend one hour in one-to-one ministry.
- Spend 15 minutes on correspondence.
- Spend 15 minutes on phone calls.

Brief Pastoral Counseling⁹

- Use the term caregiving or spirit care instead of counseling as a pastor. You are not a licensed counselor. But, you are a minister of God’s Word.
- The primary goal of brief counseling, once again, is not to bring some form of change in personality. It is not to resolve all or even most of people’s problems. It is not to walk with them all the way through the “valley of the shadow” or to delve into alleged underlying causes of their problems. Brief pastoral counseling has a considerably more modest goal: to get people moving in a positive

⁶ Toler, S. (2007) *Stan Toler’s practical guide for pastoral ministry*. Indiana, IN. Wesleyan Publishing House.

⁷ MacArthur, J. (2005) *Pastoral ministry: How to shepherd biblically*. Nashville, TN. Nelson Publishing.

⁸ Toler, S. (2007) *Stan Toler’s practical guide for pastoral ministry*. Indiana, IN. Wesleyan Publishing House.

⁹ Stone, H. W. (2001) *Strategies for brief pastoral counseling*. Minneapolis, MN. Fortress Press.

direction of their own choosing and then get out of the way. It aims to help them see things in a slightly more appropriate way. That is all. Brief pastoral counseling starts the process of planned change; it does not attempt to complete it. It takes for granted that people have many strengths and resources of their own and will use them to continue the process of change. It trusts that the various ministries of the church will support individuals in their walk through life, and simply helps them to turn an important corner in their journey.

- Think of all the places you are asked to give brief spiritual care: hospital, nursing home, while visiting a members home, at the ballpark, the grocery store, your study office, and so forth.
- Give hope, help them understand the story, and ground them in Scripture.

Visitation

- Matthew 28:18-20
- Mark 6:7-13
- Mark 16:14-18
- Luke 3:38-29
- Luke 9:1-6
- **LUKE 10:1-20**
- We are better to NOT go alone.
- Hospital visits: Be careful to abide by Hospital rules. Don't speak negatively and don't stay too long.
- Homes: Call ahead to see if home. Avoid male-female situations.
- Prisons, widows, orphans, intensive care.
- Talk scripture, not opinions and not gossip.
- Pastor needs to keep contact with those of the congregation. Visitation teams can be trained to visit and have cottage meetings, again the pastor needs to attend enough to be a part of the team and the lives of those being served. Find the needs of the people: wheelchair, potty chair, food, those who can serve in impending death times, then use those so gifted to meet the needs.
- Ask those who maker prayer or visit requests to go with you.

Ten Tips for Hospital Visitation¹⁰

1. Become familiar with hospital policy.
2. Know the patient.
3. Visit at appropriate times.
4. Dress appropriately.
5. Focus on the patient.

¹⁰ Toler, S. (2007) *Stan Toler's practical guide for pastoral ministry*. Indiana, IN. Wesleyan Publishing House.

-
6. Use scripture reading and prayer.
 7. Don't offer a diagnosis or a prognosis.
 8. Be courteous with health care staff.
 9. Include the patients roommate in the visit.
 10. Be brief.

Offering correction to wayward members.

- The peacemaker.¹¹
 - Glorify God.
 - Get the log out of your eye.
 - Gently restore.
 - Go and be reconciled.
- Questions to ask yourself.¹²
 - Am I being honest or petty?
 - Will my words bring hope or hurt?
 - Will both the giver and receiver benefit from this message?
 - Do these words reflect the attitude of Jesus Christ?

¹¹ Sande, K. (2004) *The peacemaker: A biblical guide to resolving personal conflict*.

¹² Toler, S. (2007) *Stan Toler's practical guide for pastoral ministry*. Indiana, IN. Wesleyan Publishing House.

Administering the Ordinances and Other Special times

What do you think the difference is between ordinances and sacraments?

Ordinances of the Church

An ordinance is an outward duty prescribed by Christ to be performed by His Church. There are two ordinances. Baptism and the Lord's supper.

- **Baptism**
 - a. Jesus was baptized
 - i. Matthew 3:13-17
 - b. Jesus' last words as He ascended are for us to Teach & Baptize
 - i. Matthew 28:18-20
 - ii. Mark 16:15-16
 - c. Philip baptized the Eunuch after salvation
 - i. Acts 8:36-39
 - d. Typical of Death, Burial and Resurrection.
 - i. Romans 6:3-11

- **Communion and Foot-Washing services reenacting upper room with Jesus**
 - a. This service is to be Holy. Jesus' last time with His disciples were spent showing what He would give on the Cross an example in serving communion and foot-washing. One should read all the Gospel accounts to understand all perspectives of this sacrament.
 - b. Jesus offers the bread, His body
 - i. Matthew 26:26
 - c. Jesus offers the fruit of the vine, His blood
 - i. Matthew 26:27-29
 - d. Jesus tells of washing of feet, between supper and leaving the upper room
 - i. John 13:2-10

-
- e. We are told we OUGHT to wash one another's feet and we'll be HAPPY if we do these things
 - i. John 13:12-17
 - f. Paul teaches about honoring the Lord when we take the Last Supper
 - i. The Corinthians were taking their own supper, some hungry and some drunk. This is NOT why they were gathered on this occasion. They were to take of the body and blood, NOT eat for hunger's sake.
 - ii. 1 Corinthians 11:20-22
 - iii. They were next instructed to shew the Lord's death in this service-however often they did it. Each man was to examine himself and discern the Lord's body. It is not food! It is the Lord's body and blood. Each need to receive it-knowingly accepting responsibility for sins committed.
 - iv. They were to wait on one another. It is a sacred, Holy, prayerful time.
 - v. 1 Corinthians 11:26-34
 - vi. Prayer is for SELF-EXAMINATION not requests.
 - g. They sing a hymn and go out
 - i. Matthew 26:30
- **Funerals (Stan Toler has a wonderful book on weddings)**
 - Pre-Death
 - Minister by presence
 - Convey love
 - DO NOT talk too much or negative about people, churches or other ministers.
 - Pre-Funeral
 - DO NOT stay while family discusses what to do for funeral unless you are the chosen minister.
 - Ask if there is others involved in the service, after you are asked to officiate. If there is another minister, be easy to work with. Discuss who will do what and when. Prefer one another.
 - Plan service with family, funeral director, and those helping in the service.
 - Ask if obituary, poems, eulogies are to be used.
 - Include songs and singers.
 - Schedule the church, get heat/air on, sound, meal following, etc as needed.
 - Encourage communication between significant family members.
 - Pray, read the Bible, ask Jesus to be very present.

-
- At Visitation
 - DRESS PROFESSIONAL
 - Meet the family and other significant people.
 - Express sympathy and especially listen for the “through their eyes” views of other people.
 - Ask for things that people remember of the deceased.
 - Be honest but not crude and unrefined.
 - Make notes.
 - Day of Funeral
 - DRESS PROFESSIONAL
 - Check your notes, directions and order of service.
 - Arrive early
 - Park where directed to
 - Meet family and ask if there are last minute thoughts
 - At Grave
 - Scripture or Committal prayer ready.
 - **The Wedding Ceremonies (Stan Toler has a wonderful book on weddings)**
 - Biblical Pre-marital Guidance
 - Prepare Ceremony - can be planned with the couple.
 - Rehearse the ceremony from the end first (stage placement and walking out).
 - Next run through, everyone knows straight where to go when they walk in.

Church Health vs. Church Growth

What are the differences between Church health and Church Growth approaches?

Church Health	Church Growth
Health captures the Biblical idea that the church is a living organism - that it is more like a body than a smooth running business or machine.	Principles and concepts that make the sound and feel more like a business.
It communicates broadly to people and does not require a lot of explanation.	Requires some level of business savvy and usually has to be defended as a Biblical approach.
Church health is less susceptible to the narrow focus that other possibilities tend to conjure.	Typically focuses on growth evaluations like the "ABC's" (Attendance, buildings, & cashflow) or "nickels and noses."
A host of observers are registering significant concerns about the health of church in North America, regardless of age, location, or type. Even growing churches are not necessarily healthy.	"If we are seeing positive growth in our numbers we are doing it right" ¹³

Church health is our expression for the normal functioning of church life as God has designed it?¹⁴

- "Much like human beings, churches are all the same, and are all unique. We can bring some basics to the table that will help revitalize any church. But it is a recipe for disaster to fail to understand that your church is unique and must be dealt with while taking into consideration its unique characteristics."¹⁵

¹³ Fann, Jim (2007) *The EFCA Church Health Survey*. EFCA National Ministries. Minneapolis, MN.

¹⁴ *ibid.*

¹⁵ McConnell, W. T. (2007) *Renew Your Congregation: Healing the Sick, Raising the Dead*. Chalice Press. St. Louis, MS.

How should we number measurements that “indicate growth?”

- Like human vitals, we know them, but only as indicators of something wrong.

How should we evaluate our health?

- Centrality of God’s Word
- Passionate Spirituality
- Fruitful Evangelism
- Spirit-filled worship
- Great Commission Driven
- Leadership Multiplication
- Church Planting
- Stewardship of Resources
- Intentional Disciple-making
- Loving Relationship

Leading the Church: Planning and Implementation

Personal leadership and who leads the church.

People with strong personal character.

- “Leadership begins with who we are, not what we do.”¹⁶
- Courageous confrontation of problems.
- An attitude of reasonable flexibility.
- Open support of the other leaders.
- Progressive delegation of responsibility.
- Bob Russell’s Challenge to Southeast Staff¹⁷
 - a. Lead a life of moral purity in all that you say and do (see Eph. 4: 1).
 - b. Practice fiscal responsibility in church matters and with church funds (see Eph. 5: 15).
 - c. Give an honest day’s work.
 - d. Be flexible and open to change.

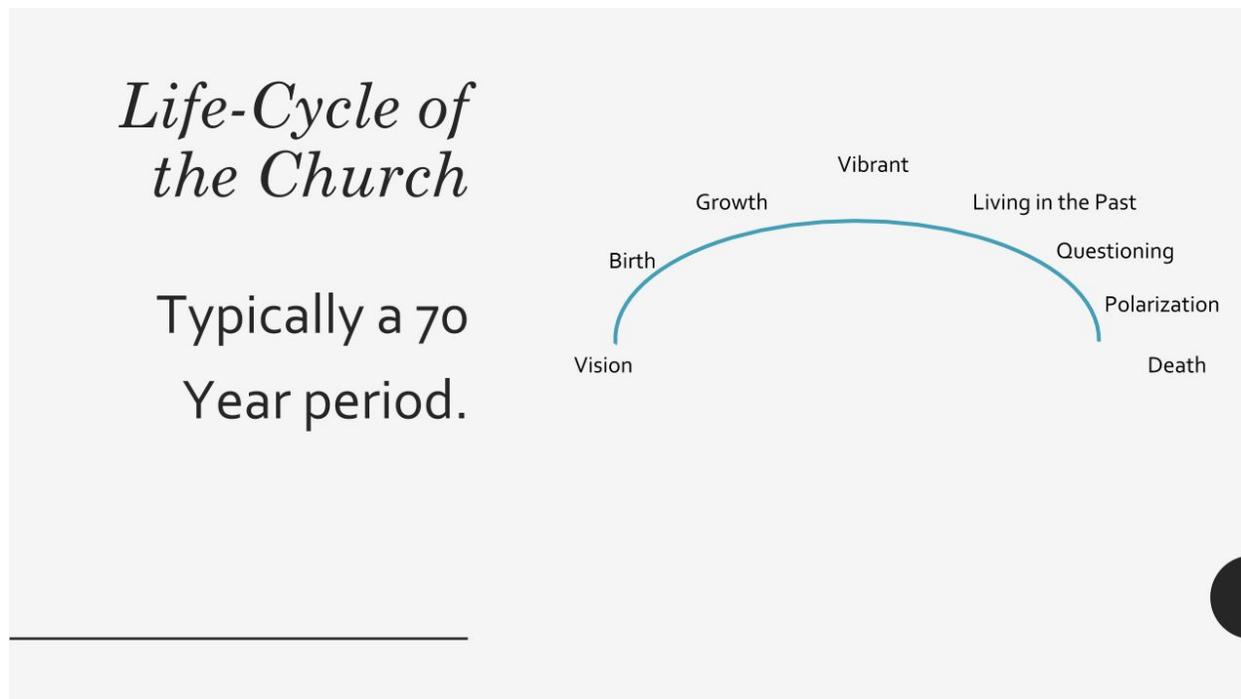
¹⁶ Russell, Bob. (2000) *When God Builds a Church*. Howard Books. New York, NY.

¹⁷ Ibid.

-
- e. Be a positive participant of Southeast Christian Church. Participate in the major activities of the church and church life.
 - f. Be careful with information.
 - g. Make every effort to get along with others on staff (see Eph. 4: 3).
 - h. Be supportive of your supervisor and leaders (see Heb. 13: 17).
 - i. Be a humble servant, not an arrogant prima donna (see Eph. 4: 2).
 - j. Be the example, not the exception.
 - k. Be content with your pay.
 - l. Give your family proper attention.
 - m. Never lose the wonder of serving Christ (see Rom. 12: 11).

Which area do you need to work on?	Where do you want to be in one year on this area?	What do you need to start doing each day to be where you want to be in a year?

Church Planning



- If you are to move from a maintenance mentality to a missional mentality, from programs to ministry, you will need to know the current reality of your congregation and the shared-preferred future.
- Conduct a S.W.O.T. analysis

	Helpful	Harmful
Internal	Strengths	Weaknesses
External	Opportunities	Threats

Vision and Mission (Long-Term & Short-term)

- Vision: In the future, our church (will be/is headed) _____

- Mission: Our church (exists to/seeks too) _____

Who is your congregation and what are their gifts? How is your church structured?

- Who are your formal and informal leaders?
- Who are your ingroups and outgroups?
 - What are you doing to include the outgroups?

-
- How well do you know each person in the congregation? Are they engaged in their giftings in the church? Is someone who dislikes children but can do great book keeping running the nursery? Is someone who loves children, but can't balance their checkbook the church treasurer?
 - What is the governance structure of your church? Is it a hierarchy or flat structure?

What is your financial standing?

Develop a budget, either:¹⁸

- Line-item
 - What is the present situation? What's been the past five years spending averages?
 - What is the potential? How much are people able to give?
 - Develop a proposal that will challenge the congregation.
- Ministry-based
 - Analyze each ministry spending.
 - Propose ministry actions for the next year with the area leader.
 - Evaluate those actions according to the church's vision mission.
 - Prepare a budget according to the actions.
 - Present the budget to the congregation.
 - Promote the budget.
 - Report on ministry progress.
 - Review and Evaluate
- *See budget worksheet on the next page.*

¹⁸Powers, Bruce (2008) *Church Administration Handbook* (3rd ed). B&H Publishing Group. Nashville, TN.

Area	Current	Proposed	Actual
Giving			
World Missions			
Pastoral Expenses			
Annual Revivals			
Sunday School			
Youth Group			
Denomination			
Upkeep			
Maintenance			

What are your other resources?

- Property and Facilities
- Vehicles
- Denominational Programs & Facilities
- Social media and internet presence.
 - A decade or two ago, when people wanted to find a new church they would drive around or ask someone. Now, they ask Google, “What churches are around me?”

Developing a church calendar

- One calendar to rule them all.
- Use a variation of the universally accepted church calendar for example.
 - Advent, Christmas, Easter, Pentecost, Harvest

Church Yearly Planner

January

1	
2	
3	
4	

February

1	
2	
3	
4	

March

1	
2	
3	
4	

April

1	
2	
3	
4	

May

1	
2	
3	
4	

June

1	
2	
3	
4	

July

1	
2	
3	
4	

August

1	
2	
3	
4	

September

1	
2	
3	
4	

October

1	
2	
3	
4	

November

1	
2	
3	
4	

December

1	
2	
3	
4	

1. Focus

Leadership
Partnership
Friendship
Discipleship
Fellowship
Stewardship
Worship

2. Sermon Plan

Felt Needs
Christian Calendar
Lectionary
Vision Sunday
Project Selections

3. Events with a Purpose

Easter Musical
Mother's Day
Father's Day
Ice Cream Social
Friend Day
Valentine's Day
Membership

4. Celebration

Baptisms
Baby Dedications
Commissioning Ministers
Graduation
Annual Promotions

Board Membership: Making Board Work Meaningful And Helpful

Why have board at all?

- The simple answer is that the corporate form of governance is highly advantageous, and it requires boards.
- Nonprofits and for-profits benefit from legal protections.
- Nonprofits more easily satisfy regulatory requirements.
- Boards provide necessary checks and balances, shared sense of purpose and better decision-making which results in more healthy organizations.
- Board duties: loyalty, care and an added nonprofit duty: “obedience” or loyalty to mission – non-distribution constraint.
- Good board machinery will not automatically make a board effective, but poor machinery will result in ineffective board governance.

What is the purpose of a board?¹⁹

- Responsibility for the spiritual, moral, and social maturity of the church membership.
- Concerned with the building and properties.
- Counsel the pastor.
- Oversee Church’s finances.
- Responsible for the Church’s outreach.
- Responsible for the Church’s discipleship.
- Responsible for the care of the congregation.
- Oversee the Church’s relationship with the Pastor.

Who I am on the board?

- Each person on the board is a trustee.
- A trustee is “one who has been given a trust.” Fiduciary responsibility over someone else’s property or money...personally or organizationally.
- Fiduciary is defined as “of or relating to a confidence or trust...one who holds a position or acts in this capacity.”

¹⁹ Toler, Stan (2012) *Stan Toler’s Practical Guide to Leading Church Boards*. Wesleyan Publishing House. Indianapolis, IN

- Biblical Stewards are accountable to God, self, others, and creation.
- If you hold a title other than “trustee,” you are an ex officio member.
- Parliamentary Procedure - Legal Governance
 - Fairness is created by Robert’s Rule of Orders - Do you have a copy?

Governance Modes of Leadership Boards

- Type 1: Fiduciary mode, where boards are concerned primarily with the stewardship of tangible assets...ensures resources are used efficiently and effectively in pursuit of our mission.
- Type 2: Strategic mode, where boards create a strategic partnership with management and “think strategically” about the plan...figures out how to get us from our present to our preferred future.
- Type 3: Generative mode, where boards provide values, judgments and insights...provides cues and frames, along with retrospective thinking that enable the sense-making on which the other processes depend.²⁰

Some Type 1 questions

- Can we afford “x” initiative? What’s the opportunity cost?
- Are the metrics in the plan realistic? Too optimistic? Achievable?
- Are the initiatives in the plan the right ones to increase revenue in the next 3 years?
- Does the budget reflect our priorities?
- Should we move resources from one program to another?
- How will the initiatives in the plan advance our mission?

Some Type 2 questions

- Is our organization model viable for the next 20 years?
- What are the key initiatives in this plan? Why? Are these the right initiatives?
- What about this plan takes us toward your preferred future for our organization?
- How does this plan grow the effectiveness and profitability of our revenue centers?
- How does this plan grow our influence in the community?

²⁰ Chait, R. P., Ryan, W. P. & Taylor, B. E. (2004) *Governance as Leadership: Reframing the work of Nonprofit Boards*. Wiley & Sons Publishing, Hoboken, NJ

Some Type 3 questions

- Is this plan consistent with our organization's DNA? Why or why not?
- What three adjectives or short phrases characterize our organization? This plan?
- What will strikingly be most different about our organization in three years as we follow this plan? In what ways will this plan improve services to Schools? Teachers? Leaders? Community helpers? The Lost? Our members?
- In ten years, what will our organization's key constituents consider the most important legacy of the current board?
- What will be different about how our board governs in five years?
- What headline would we most/least like to see about this organization in three years?
- What is the biggest gap between what our organization is and what our organization needs to be? Does this plan effectively address this gap?

Pastoring for a Lifetime

Few questions are asked more often than, “What time is it” and “What day is it?” Life seems to run by the clock, the calendar, work schedules, and daily planners. Where would we be without these wonderful devices? But what is time and most important of all, what does God want us to understand about time itself? As a pastor, should my view of time incorporate more than the clock on the wall and the calendar on my phone? How important is it for me to wisely invest the time that God has so graciously granted me? Let’s talk about it.

- Biblical words for time
 - **Chronos:** Chronological measurement of time in terms of seconds, minutes, days, and years (Matthew 2:7).
 - **Kairos:** With this term, time takes on significance that transcends chronological measurement. In other words, time is not just another day to be marked off the calendar, but rather it becomes a reservoir filled with significant meaning a purpose (Galatians 4:4-5).

Group Discussion: Share a date (Chronos) and what event (Kairos) made that day meaningful and significant for you personally.

“Getting Honest about Time”

Group Discussion: What does Psalm 90:12 teach us about time?

The average American lives to be 78 years old. Subtract 78 from your current age and multiply that number by 365.

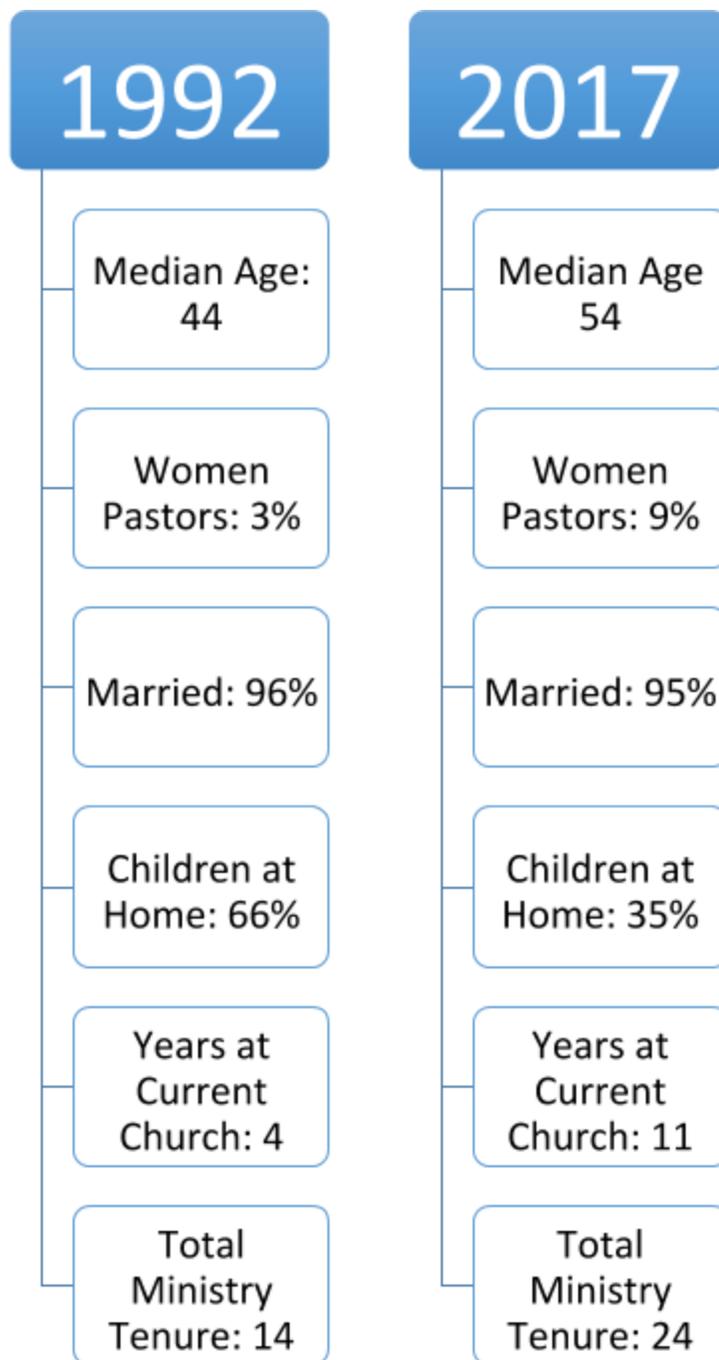
For example: Jeremy is 32 years old.

$$78 - 32 = 46 \text{ years}$$

$$46 \times 365 = 16,790 \text{ days.}$$

The exercise represents “a potential numbering of your days” as commanded in Psalm 90.

How does this exercise impact your view of life and ministry?



Who are today's pastors (Barna, 2017)

“Pastoral Timeline”

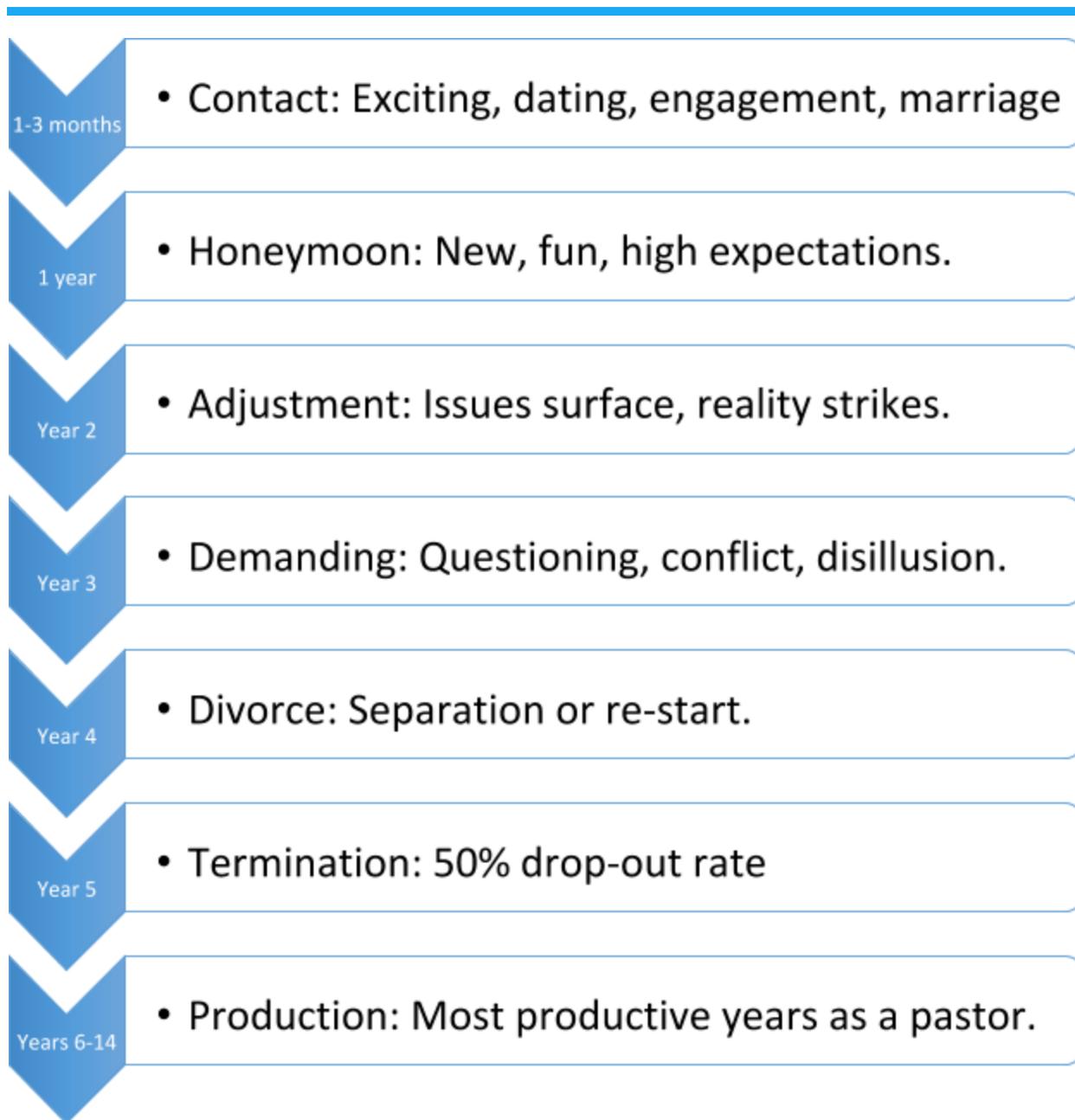
What are you most mentally focused on pastor? What things were on your mind the most today?

1. _____
2. _____
3. _____
4. _____
5. _____

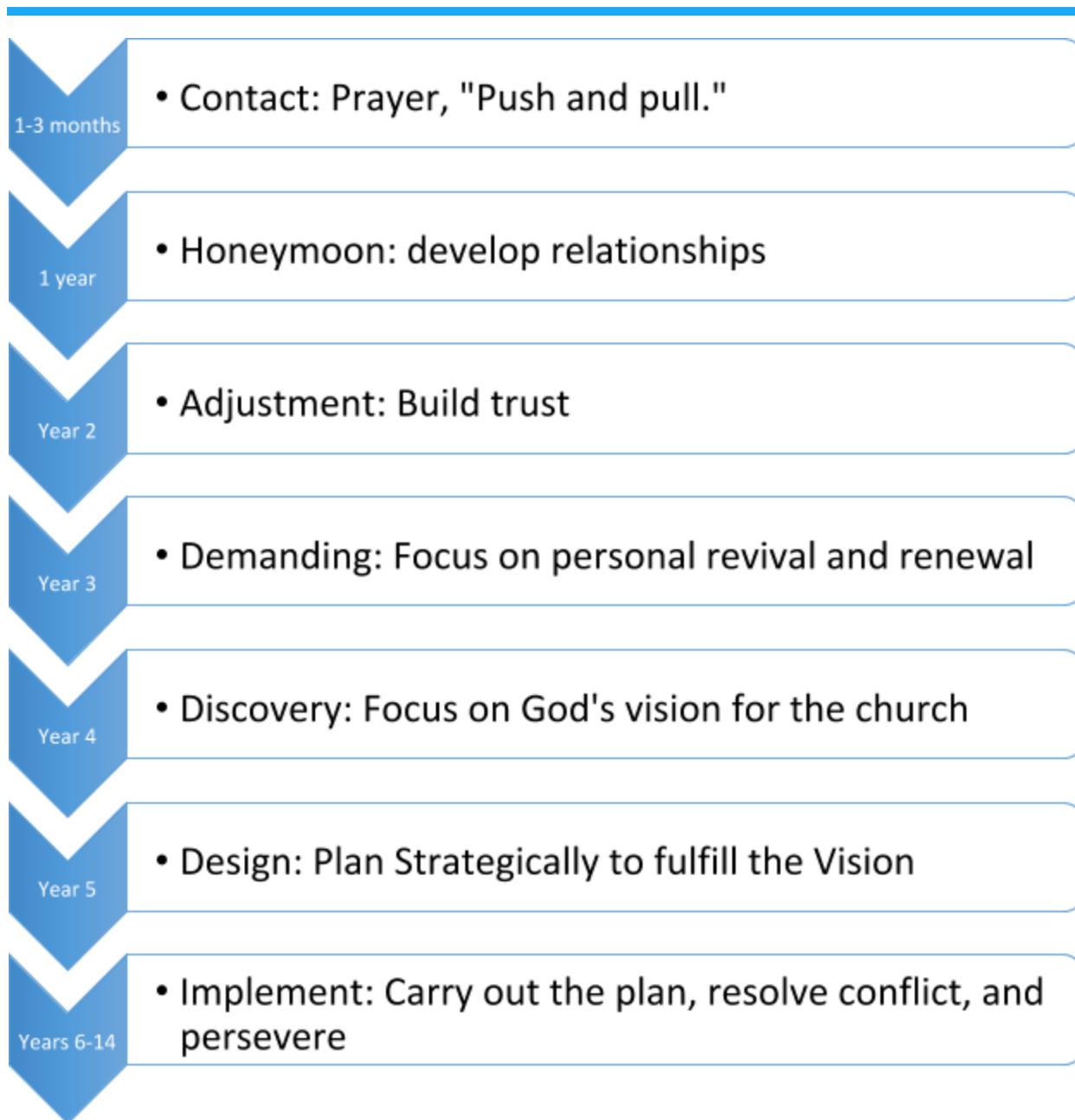
Are your thoughts focused on facts or fantasy? Are they rational or emotional? Are they filled with faith or fear?

Pastoral ADHD Syndrome: In an age of “specialists,” pastors often are expected to be “generalists.” We multitask twenty-four seven and often find that our congregations expect us to use a saw to drive nails in a board. This will lead us to crash and burn.

Church in North America: A predictable pattern of behavior is observable in the average North American Church. Churches change pastors every three to four years. Pastors spend most of their careers in “startup” aspects of ministry. Churches and pastors miss the most productive years of ministry. The sobering truth is that the average North American pastor and church never reach their full potential. The following chart exhibits these and other important truths. Let’s analyze the information together and discover how we “think” church in North America.



How should we think?



Based on our discussion of the above "timeline," what needs to be part of the "ministry landscape" in every local church regardless of size or location? What should a pastor give a significant amount of time to in the first five years of their ministry in any location?

Ministry is not the investment of our time; it is the investment of our life. Make every minute count, eternity is in view."

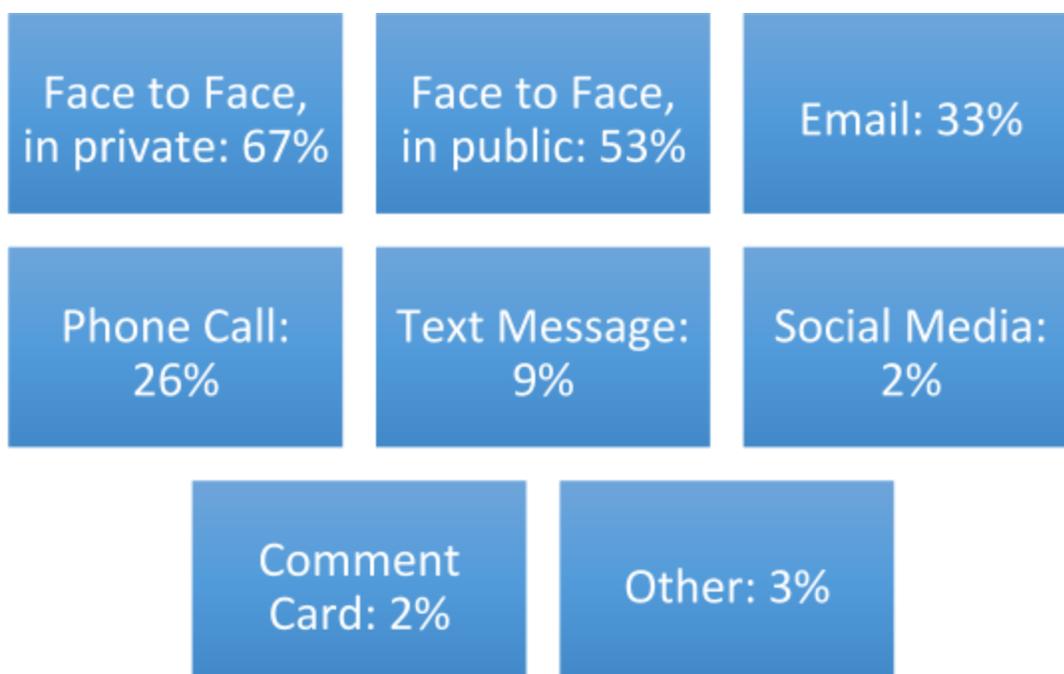
Remember – don't let the "moon set" and the "honey run out" in your relationship with God. Don't skip the Great Commandment. To serve God for any reason other than love is to fail in ministry.

Share with others in your group about your most recent church honeymoon experience.

Develop Relationships

- Honeymoon window is an opportunity to develop relationships: don't miss it!
- Get to know your people.
- Consider the culture.
- Honor your own personality, passions, and gifts.
- Don't create unrealistic expectations.

Working as a group, develop a list that you have used or would consider using to develop relationships in the first year of local church ministry.



Common Way Congregants Communicate with Pastors (Barna, 2017)



Ministry Activities Pastors Most Enjoy (Barna, 2017)

“When Reality Strikes!”

Masked Behavior - Hypocrisy

- An appearance or behavior that hides the reality of something; to engage in a masquerade, presenting yourself as something you are not, often to gain a desired result or end.
- Some are malignant and some are benign. The thing is that you cannot judge a book by its cover. You typically don't know a person until after a year or more.

Group Discussion:

- Do you believe Christians sometimes exhibit masked behavior? Why or why not?
- If you think Christians sometimes mask behavior, which of the above types of behavior do they exhibit most?

Can we adjust?

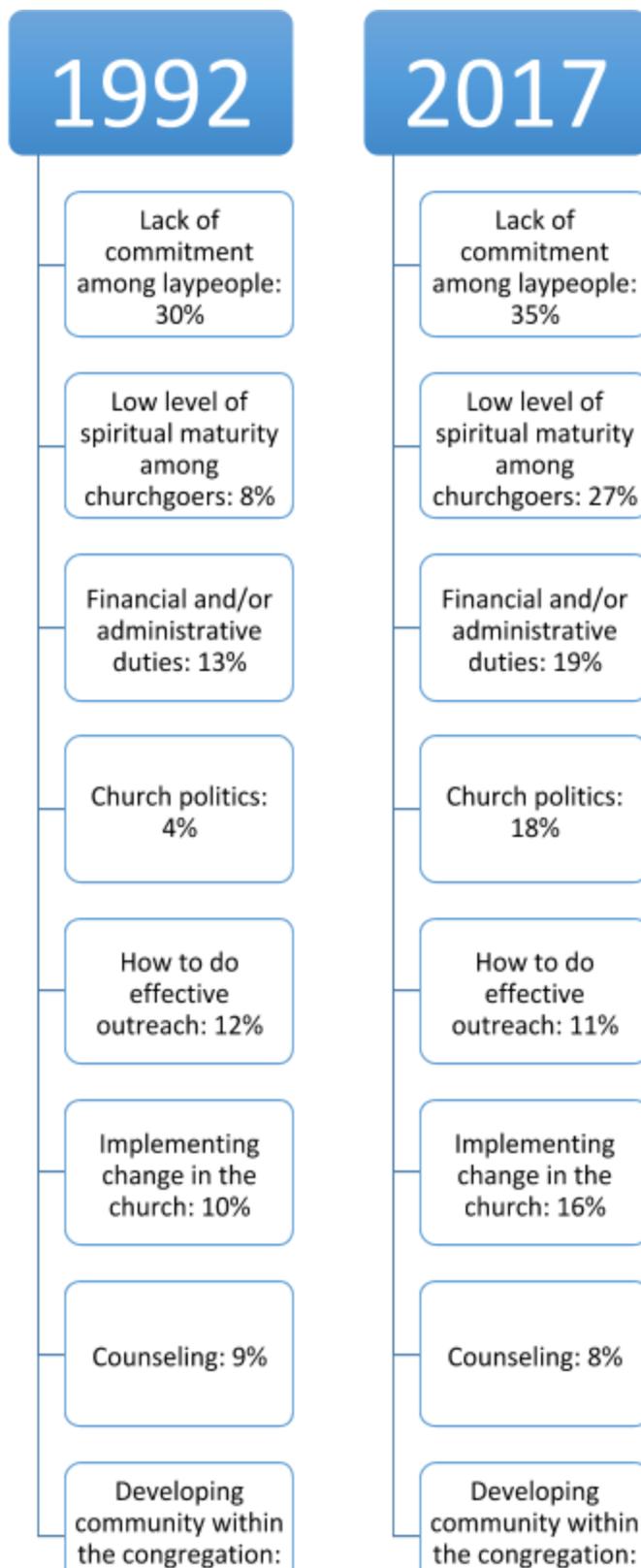
- Sooner or later in every human relationship, the masks are removed, reality strikes, we recognize our differences, and the question becomes, “Can we adjust?”
- The “ministry masquerade” often ends in the second year of one's pastorate if not sooner. As the honeymoon winds down, reality strikes, and the real church begins to surface. Personal problems and concerns on the part of the people become more recognizable. Differences between the pastor and the members of the church, if they exist, may begin to become more distinct.
- Maintaining an appropriate perspective, at this critical point, is imperative if the pastor expects to stay five years or more at the church he or she currently serves.
- Being able to “adjust relationally” is essential if “trust” is to be engendered between pastor and parish.

Group Discussion

What type of perspective should a pastor maintain when faced with the scenario described above?

It is better to build trust than to bicker.

- Relational adjustment – ministry – creating a discord or symphony of relationships.
 - Pastoring a church is one thing, but developing a healthy harmonious church is quite another.
 - A healthy, harmonious church is not an outright gift of God, but must be built up by the pastor and people themselves based on God's Word.
 - No matter how well matched pastor and congregation may be, there will be a great need for mutual adjustment at every season of congregational life. This will require a great deal of sacrifice on everyone's part.
 - We sacrifice in proportion to our love.
 - Know when adjustment means compromise and don't cross the line.
 - A selfish spirit will sabotage successful ministry.



What if the average pastor stayed ten years at one church? What benefits would accrue to both the pastor and church? What potential perils might exist in a long term pastorate of ten years or more?

Benefits to the pastor

1. Compels the pastor to dig deeper into the gospel to avoid repetition and looks at the full Gospel.
2. Accelerates the pastors own personal growth.
3. Greater stability for family.
4. Increased relationship with congregation and community.
5. Time to develop and cast vision.
6. Achievement of long term goals.
7. Development of thick skin.
8. Learning that failure isn't fatal.
9. Generational ministry.
10. Makes the pastor a model of Christian commitment.

Benefits to the Church

1. Sense of community
2. Viable relationships
3. Outward focus
4. Lay involvement
5. Growth
6. Financial stability
7. Greater resilience during times of turbulence
8. Credibility
9. Lay development
10. Spiritual depth

Difficulties associated with a long-term pastorate

1. Hard work
2. Staying the course
3. Familiarity breeds contempt
4. Burnout
5. Loss of touch with congregation
6. Green Grass syndrome

Suggested Resources for Church Leaders

- *Lead like Wesley* by Mark Gorveatte
- *The Wonder of Worship* by Keith Drury
- *Small Groups with Purpose* by Steve Gladen
- *The Worship Architect* by Constance M. Cherry
- *Total Stewardship* by Stan Toler
- *Advanced Strategic Planning* by Aubrey Malphurs
- *Christian Education Handbook* by Bruce Powers
- *Power Plays* by Wayne Schmidt
- *Renew Your Congregation* by William T. McConnell
- *Administration in the Small Members Church* by John Tyson
- *The Church Leader's Answer Book* by Tyndale Publishers
- *Leadership Handbook of Management & Administration* by James D. Berkley (ed.)
- *Church Administration: Effective Leadership for Ministry* by Charles A. Tidwell
- *Church Administration Handbook* by Bruce Powers
- *Transformational Church* by Ed Stetzer and Thom Rainer
- *Churches that Make a Difference* by Ronald Sider, Philip Olson and Heidi Unruh
- *The Church Leaders M.B.A.* by Mark Smith and David Wright
- *Simple Church* by Thom Rainer and Eric Geiger
- *Guide to Solo Ministry* by Stan Toler
- *Comeback Churches* by Ed Stetzer
- *Purpose Driven Youth Ministry* by Doug Fields
- *When God builds a Church* by Bob Russell
- *What Every Pastor Should Know* by Gary McIntosh and Charles Arn
- *The Grasshopper Myth* by Karl Vaters
- *The Five Star Church: Serving god and His People with Excellence* by Stan Toler
- *Practical Guide to Leading Church Boards* by Stan Toler