

*First Presbyterian Church
Report of Governance Task Force
October 3, 2007*

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October 3, 2007

Members of the Session
First Presbyterian Church
125 S. Third Street
Wilmington, NC 28401

Re: **Report of Governance Task Force**

Dear Members of the Session:

At its meeting of April 4, 2007, the Session gave conditional approval of the recommendations of the Governance Task Force (the Task Force is referred to herein as the "Task Force" or the "Committee"). This approval was subject to the Task Force preparing a plan for implementation of its recommendations and completing a proposed reorganization of the officer nominating process. Our Task Force has completed this assignment and you will find attached a package outlining the recommendations of the Task Force.

Our Task Force began its work in the early part of 2006. The current Task Force grew out of an earlier committee that was organized to consider changes in the officer nominating process. Subsequent to the creation of that committee, the Session included additional responsibilities that incorporated a review of the existing church governance policies. Our initial Task Force consisted of Jay Atkinson, Ruth Haas, Billy King, Glo Lynch, Marvin Robison, Ernie Thompson, Kathy Walser and me. After our presentation to the Session in April, we were joined by Chris Boney, Edward Coleman and Henry Hawthorne. Jim Holderness provided excellent support during Ernie's absence this summer.

The task force's work on governance was originally presented at the officer retreat held in November, 2006. This was followed by the presentation to the Session in April, 2007 described above. As noted above, the Task Force has completed the additional assignment given by the Session at the meeting held in April, 2007. The Task Force recommends that its report be discussed at a joint dinner meeting of the Session and Deacons to be held on Sunday, October 28, 2007.

The attached report consists of the following:

- (1) Governance Model. This is intended to take the place of a flow chart and represents the task force's view of the relationships among the participants in the governance process;
- (2) "First Presbyterian Church Policy on Governance". This document is intended to serve as a church policy to be approved by the Session. This policy incorporates all the recommendations that were included in the Task Force's Report previously provided to the Session together with additional materials taken primarily from the Book of Order;
- (3) Implementation Plan. This document addresses issues that were raised by the Session at the time of our previous report regarding the nature of the Session and Diaconate meetings that would be held under the new policy as well as giving suggestions for training to assist in the transition;
- (4) "Procedure for Moving to a Different Term of Office Year, to a Different Number of Ruling Elders and Deacons, and to All Standing Committees Under the Leadership of Deacons". This document is, as the caption suggests, a road map for the changes that will be necessary if this plan is approved. There is also attached a chart that outlines the written proposal;
- (5) "Policy for the Nomination and Election of Ruling Elders and Deacons". This document was not available when we made our prior presentation to the Session. This document outlines the manner in which the church will nominate and elect church officers, including revisions to the current policy and changes to the number of members of the Session and the Board of Deacons.

This Task Force submits this report to the Session with excitement and prayerful anticipation. It was noted by a number of speakers during our earlier presentations that our church's current mode of operation was not broken so why recommend changes. This Task Force is

convinced that we have a strong and vibrant church. We are equally convinced that adoption of these recommendations will make our church better able to respond to God's purpose for our church and more capable of addressing the challenges that are inevitable in the future.

The report that we previously submitted to the Session outlined goals to be achieved through amendments to our governance policy. It is beneficial to consider again these goals as the Session deliberates on these issues. These include the following:

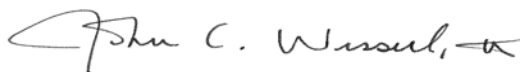
- (1) To allow the Session to focus on church leadership, prayer and discernment rather than day to day operation of the church. Ernie recently provided the Session with excerpts from a book entitled "Twelve Dynamic Shifts for Transforming Your Church" by E. Stanley Ott. The author spoke of a shift from a controlling leadership to a permission-giving "sending" leadership. We believe the suggestions put forward by this Task Force will create the opportunity for our church leadership to make this type of change;
- (2) To give the Deacons responsibility to manage and execute committee work under the leadership of the Session. The plan proposes that all committees be led by Deacons. Committee leadership and management will be the primary role of the Deacons if this plan is approved. While the Deacons may occasionally function as a deliberative body, that will not be their primary role. Their primary role will be to manage and lead the church committees;
- (3) To involve more church members in the ministry and leadership of the church and better utilize their gifts and talents through participation on committees and ministry teams. It is the hope of this Task Force that adoption of this plan will result in all members of the congregation becoming involved in the ministry of the church and each member having the opportunity to fulfill their passion and interest in ministry and to engage their gifts, talents and experience in that effort;
- (4) To be good stewards of time and create efficient and productive meetings;

Members of the Session
October 3, 2007
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- (5) To create a trusting culture that empowers committees and ministry teams to make decisions about how best to carry out their work, an accountability structure, not a controlled hierarchy;
- (6) To identify and nurture future church leaders; and
- (7) To create an atmosphere where service is a primary focus of church leaders and church members.

A great deal of time and effort has gone into this report by the members of this Task Force. I would be remiss not to express my sincere and heartfelt thanks for the hard work, perseverance, good humor and prayers that have made the work of this group a truly meaningful experience. Our entire Task Force looks forward to discussing these recommendations with you and welcomes your comments and questions.

Yours very truly,

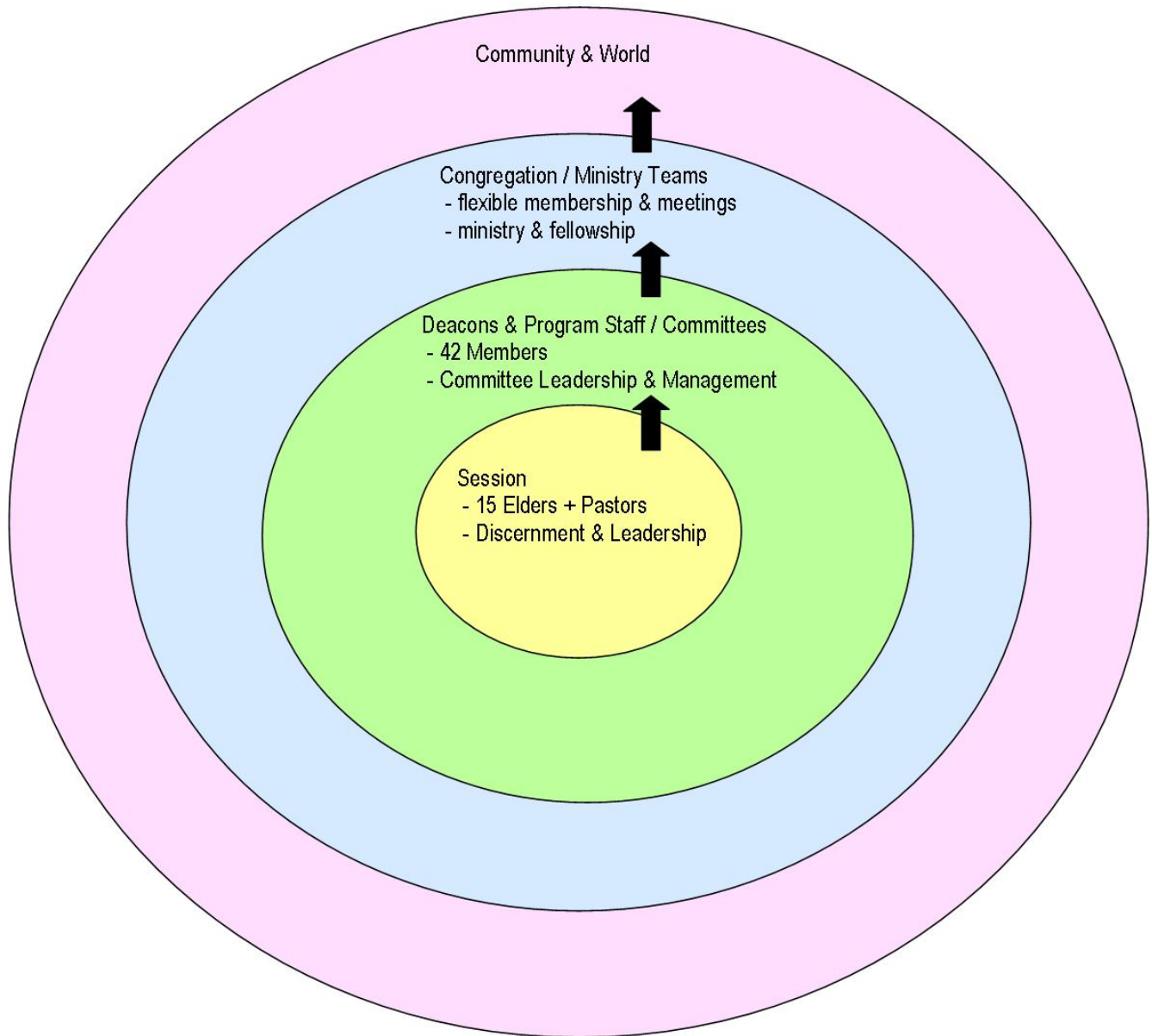


John C. Wessell, III

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Enclosures

Governance Model



(This page was added so that the policy would begin printing on the front side of a page, rather than the back side of the previous graphic.)

First Presbyterian Church Policy on Governance

Article I - Authority.

1. Jesus Christ is the only head of the church. The exercise of governance in the church shall be in obedience to Jesus Christ, under the authority of Scripture, and guided by the Constitution of the Presbyterian Church (USA).

Article II - Purpose (Great Ends of the Church).

1. The proclamation of the gospel for the salvation of humankind
2. The shelter, nurture, and spiritual fellowship of the children of God
3. The maintenance of divine worship
4. The preservation of the truth
5. The promotion of social righteousness
6. The exhibition of the Kingdom of Heaven to the world

Article III - Goals.

1. To allow the Session to focus on church leadership, prayer, and discernment rather than day-to-day operation of the church.
2. To delegate to the Board of Deacons the responsibility to manage and execute committee work under the leadership of the Session.
3. To maximize the number of church members involved in the ministry and leadership of the church and the use of their gifts and talents through participation in committees and ministry teams.
4. To be good stewards of time and create efficient and productive meetings.
5. To create a trusting culture that empowers committees and ministry teams to make decisions about how best to carry out their work - an accountability structure, not a control hierarchy.
6. To identify and nurture future church leaders.
7. To create an atmosphere where service is the primary focus of church leaders and church members, in the manner of the servant ministry of Jesus Christ.

8. To enable the people of God to work for the transformation of society.
9. To create an environment where all matters in the government of the church can be ordered according to the Word by reason and sound judgment under the guidance of the Holy Spirit.

Article IV - Inclusiveness.

1. The church shall give full expression to the rich diversity within its membership and shall provide means which will assure a greater inclusiveness leading to wholeness in its emerging life. Persons of all racial ethnic groups, different ages, both sexes, various disabilities, diverse geographical areas, different theological positions consistent with the Reformed tradition, as well as different marital conditions (married, single, widowed, or divorced) shall be guaranteed full participation and access to representation in the decision making of the church. (G-4.0403)

Article V - Operating Year.

1. The governing and fiscal year shall both operate on a calendar year basis (January 1 to December 31).

Article VI - Structure.

1. Session.
 - a. Membership - 15 Elders plus Pastors, Co-Pastors, and Associate Pastors
 - b. Election - The "Procedure for the Nomination and Election of Ruling Elders and Deacons" describes the process for electing members of the Session; this procedure can only be changed by the congregation
 - c. Officers - the officers of the Session are moderator, clerk, and treasurer; the moderator shall be the Pastor of the church; the clerk shall be an Elder, not necessarily a current member of the Session, and shall be elected by the Session for such term as it may determine; the clerk shall keep a record of the Session's proceedings; the treasurer shall be elected annually by the Session, keep a record of the church's finances, and report to the Session
 - d. Focus - church leadership, prayer, and discernment
 - e. Role - to lead, govern, and guide our church as the local unit of mission for the service of all people, for the up building of the whole church, and for the glory of God

f. Responsibilities

- i. to exercise leadership, government, and discipline in the local church and the church at large
- ii. to be responsible for the life of the local church
- iii. to demonstrate the Christian gospel in the manner of their life, both within the church and in the world
- iv. to not simply reflect the will of the people, but rather to seek together to find and represent the will of Christ (spiritual discernment)
- v. to provide long range planning by setting priorities and major goals for the church
- vi. to set policy for the church
- vii. to approve the annual budget of the church
- viii. to approve the strategic plans submitted by each committee
- ix. to participate in the worship and activities of the church in their role as leaders of the church
- x. to strengthen and nurture the faith and life of the congregation
- xi. to encourage the people in the service of God, and to equip and renew them for their tasks within the church and for their mission in the world
- xii. to visit and comfort and care for the people, with special attention to the poor, the sick, the lonely, and those who are oppressed.
- xiii. to participate in the higher church courts
- xiv. to implement the church's commitment to inclusiveness and participation as stated in Article IV - Inclusiveness
- xv. to instruct, examine, ordain, install, and welcome newly elected Elders and Deacons and to inquire into their faithfulness in fulfilling their responsibilities
- xvi. to invite, encourage, help, instruct, examine, and receive those who wish to profess their faith and join the church; to receive members from another church, who

have made a profession of faith, upon receipt of a certificate of transfer

- xvii. to discover and engage in opportunities to minister together in mutual affirmation and admonition with churches with whom the Church is in full communion
- xviii. to be the trustees of the church corporation
- xix. to serve as mentors for Deacons and other church members to nurture and develop leadership skills
- xx. to oversee those duties which have been delegated to the Board of Deacons, committees, and ministry teams
- xxi. to be the final authority on all matters relating to the local church

Note: The above list is a representation of the responsibilities of the Session. The Session has additional responsibilities as set forth in the Book of Order.

- g. Meetings - stated meetings shall be held monthly (the Session may decide to not hold one monthly meeting during the summer); short administrative meetings shall be held on Sunday before the 11:00 A.M. church service each week; meetings of the Session shall be conducted in accordance with the most recent edition of Robert's Rules of Order; stated meetings of the Session shall include the following at a minimum:
 - i. discernment through prayer, study and conversation
 - ii. review of priorities, policies, major goals and organizational structure of the church on an on-going basis
 - iii. hear presentations by individual committees as required in order that the Session remains aware of committee activities
 - iv. receive and take appropriate action on one-page committee reports

2. Board of Deacons.

- a. Membership - 42 Deacons
- b. Election - The "Procedure for the Nomination and Election of Ruling Elders and Deacons" describes the process for electing

members of the Board of Deacons; this procedure can only be changed by the congregation

- c. Officers - the officers of the Board of Deacons are chair (moderator), vice chair, 2nd vice chair, and secretary and shall all be elected by the Board of Deacons from among its members; the primary role of the chair shall be to schedule and facilitate meetings of the Board of Deacons and to set the agenda for such meetings; the chair or vice chair shall normally attend meetings of the Session; the 2nd vice chair can be used where needed; the secretary shall keep a record of the Board of Deacon's proceedings
- d. Focus - committee management and leadership (**Note:** It is not the intention of the policy to empower the Board of Deacons to act as a deliberative body. To the contrary, the primary focus of the Deacons shall be as stated herein, committee management and leadership. Meetings of the Board of Deacons shall be held for the purposes set forth in sub-paragraph (h) below. While there may be limited occasions where the Board of Deacons as a whole considers and votes on issues, that is not a primary function of this body.)
- e. Role - the office of Deacon as set forth in Scripture is one of sympathy, witness, and service after the example of Jesus Christ; it is the duty of Deacons, first of all, to minister to those who are in need, to the sick, to the friendless, and to any who may be in distress both within and beyond the community of faith
- f. Responsibilities - the Deacons are empowered by the Session to provide management and daily leadership for the church as chairs of all of the committees
- g. Committee Participation - participation by Deacons as committee members shall include the following:
 - i. Three Deacons shall serve as members of each committee
 - ii. One Deacon shall serve as chair, one shall serve as vice chair, and one shall serve as 2nd vice chair
 - iii. Ordinarily a Deacon shall serve on a specific committee for three years.
 - iv. Typically, Deacons would serve their three years on a committee as follows: in the first year on a committee, a Deacon shall serve as the 2nd vice chair, in the second year he or she shall serve as the vice chair, and in the third year he or she shall serve as the chair of that committee. Changes

in this suggested rotation shall be subject to the approval of the chair (moderator) of the Board of Deacons.

- h. Meetings - stated meetings shall be held monthly, unless the Board of Deacons decides on a different meeting schedule; however, in no event shall the Board of Deacons meet less than once per quarter; a joint meeting of the Session and Board of Deacons shall be held at least annually to confer on matters of common interest; stated meetings of the Board of Deacons shall include the following at a minimum:
- i. "vision casting" meaning taking time through prayer, conversation and worship to consider how the Deacons in their role as committee members and chairs can better serve God's purposes and plans for our church and respond to the strategic plan for the church as put forth by the Session
 - ii. leadership and management training with a view toward improving the management skills of each current and future committee chair
 - iii. sharing of information on various committee activities and ideas - not lengthy committee reports but review (and probably before the meeting) and comments on the monthly reports each committee must provide to the Session

3. Committees.

- a. Membership - ordinarily 3 Deacons (one serving as chair, one serving as vice chair, and one serving as 2nd vice chair), 1 Elder liaison who is a current member of the Session, 1 staff liaison, and 6 at large members; membership on a committee shall be limited to 3 consecutive years
- b. Officers - the officers of each committee are chair, vice chair, and 2nd vice chair and shall all be current members of the Board of Deacons; a committee consisting of the Senior Pastor, the Clerk of the Session, the Moderator (Chair) of the Board of Deacons, and the Moderator of the Nominating Committee shall be responsible for making the officer assignments after the election of each class of Deacons (see the "Procedure for the Nomination and Election of Ruling Elders and Deacons" for the process); this same committee shall also be responsible for making the Elder liaison assignments each year
- c. Focus - overseeing activities assigned to that particular committee by the Session and supervising the ministry teams

d. Role - the committees function to fulfill the mission of the church; the First Presbyterian Church Policies and Procedures Manual shall be followed in the formation and organization of committees

e. Responsibilities

- i. to prepare a strategic plan on or before November 30 of each year outlining the goals, objectives, and priorities of the committee for the following calendar year; such plan shall be submitted to the Session for approval
- ii. to implement the strategic plan and oversee all activities assigned to the committee
- iii. to establish, guide and dissolve ministry teams as required to implement the strategic plan and the activities assigned to the committee
- iv. to submit a one-page monthly report to the Session identifying items discussed and any action items for the Session
- v. in the specific case of the Elder liaison, to facilitate communication between the committee and the Session, to advise the Session on activities of the committee, to represent the committee's purposes in long range planning, and to serve as a mentor to the other committee members; the Elder liaison is a regular voting member of the committee
- vi. in the specific case of the staff liaison, to participate in committee discussions, to serve as a resource to provide needed information for the committee, to serve to facilitate communication between the committee and the senior pastor, and to otherwise function as a member of the committee; the staff liaison is a non-voting ex-officio member of the committee
- vii. to follow and adhere to the guidelines listed in Article VII - Control and Accountability

f. Standing Committees

- i. Budget and Finance Committee
- ii. Building and Grounds Committee
- iii. Community Service Committee

- iv. Congregational Care Committee
 - v. Fellowship Committee
 - vi. Volunteer Resources Committee
 - vii. Administration Committee
 - viii. Christian Education Committee
 - ix. Global Missions Committee
 - x. Growth Committee
 - xi. Worship Committee
 - xii. Personnel Committee
 - xiii. Stewardship Committee
- g. Review - the Session should annually review the number of committees and their purpose and structure in order to ensure the best organizational arrangement for the church; this review could include the establishment of new committees, elimination of existing committees, combining of existing committees, or other variations
- h. Meetings - meetings shall be held monthly or less frequently as deemed appropriate by the committee chair

4. Ministry Teams

- a. Membership - the number of members is flexible and should be based on its mission; unlike committees, membership is not limited to 3 consecutive years
- b. Officers - ordinarily the only officer needed for a ministry team is a chair and can be a Deacon or any other church member; however a large ministry team may have additional officers if needed; the committee under which the ministry team exists shall be responsible for making the chair and other officer assignments
- c. Focus - involving church members in specific ministries of the church, with a mix of fellowship and task; enhancing church members' use of their talents by matching those talents to specific ministry teams
- d. Role - ministry teams may be created to accomplish one short-term goal or may address recurring needs of the church for extended periods of time; ministry teams are intended to

consist of people with a common interest in accomplishing a particular goal or implementing a particular program; each ministry team exists under a committee

e. Responsibilities

- i. to oversee all activities assigned to the ministry team
- ii. to report its activities to the committee it is under
- iii. to follow and adhere to the guidelines listed in Article VII - Control and Accountability

f. Meetings - there is no requirement for the ministry teams to meet on a regular basis; the members of each ministry team shall determine the need for meetings

Article VII - Control and Accountability.

1. A goal of this policy is to allow the Session to focus on church leadership, prayer, and discernment rather than day-to-day operation of the church. Another goal is to give the responsibility of day-to-day operation of the church to the committees and ministry teams. However, the committees and ministry teams in exercising this responsibility must act pursuant to and consistent with the following:
 - a. the great ends of the church
 - b. the vision, mission statement, and core values of the church
 - c. the policies established by the Session
 - d. the priorities for the church as established by the Session
 - e. the budget approved by the Session
 - f. the strategic plan approved by the Session
2. Each committee shall submit a one-page monthly report to the Session with both information and action items outlined.

FIRST ON THIRD GOVERNANCE

Implementation Models

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Transforming Governance: Leadership, Management, Empowerment

Goals: Develop guides that will implement successful changes envisioned by a new plan for church governance:

1. To allow the Session to focus on church leadership, prayer, and discernment rather than day-to-day operation of the church.
2. To delegate to the Board of Deacons responsibility to manage and execute committee work under the leadership of the Session.
3. To maximize the number of church members involved in the ministry and leadership of the church and the use of their gifts and talents through participation in committees and ministry teams.
4. To be good stewards of time and create efficient and productive meetings.
5. To create a trusting culture that empowers committees and ministry teams to make decisions about how best to carry out their work - an accountability structure, not a control hierarchy.
6. To identify and nurture future church leaders.
7. To create an atmosphere where service is the primary focus of church leaders and church members, in the manner of the servant ministry of Jesus Christ.

Assumptions:

1. Guides are suggested models rather than rigid requirements.
2. Change is more easily accomplished when good models are presented and practiced - consistently.
3. Behaviors to encourage:
 - a. Discernment - practicing a faith-based searching mind to seek possibilities that go beyond what is obvious or superficial,
 - b. Empowerment -- ensuring that individuals have the knowledge, resources, and authority to effectively accomplish expected tasks
 - c. Team building - employing strategies that involve a wider number of individuals in meaningful tasks in support of common goals
4. Strategic planning is an essential component to successful implementation and effective empowerment.

Definitions: Discernment, Empowerment, Leadership, Management

Discernment - Seeking God's will through prayer, study, and conversation. It requires a searching, open mind to move beyond what is obvious or apparent to the average thinker. It implies empathy with keen practical judgment. Synonyms include: *perception, insight, acumen, discrimination*. See Colossians 1:9, "...that you may be filled with the knowledge of his will in all spiritual wisdom and understanding, ..." (RSV)

Empowerment - The process of increasing the capacity of individuals or groups to make choices and to transform those choices into desired actions. The process is successfully accomplished when the goals, objectives, and/or tasks are clearly communicated; necessary resources are provided; and those empowered feel confident and satisfied that they have a meaningful, affirming role in fulfilling the vision.

Leadership - A transforming process that may include all or part of the following: *creating* the plan; *innovating* solutions; *inspiring* actions; *motivating* others; *aligning* people; *gaining* consensus; *setting* direction.

Management - The day-to-day process of accomplishing goals, objectives, and tasks. Key activities associated with successful management are *planning, organizing, controlling, staffing, auditing, evaluating, and monitoring*.

Transformation -- A deliberate process of change designed to bring about desired ends. Considerable literature has been written on *transformational leadership*. The base verb, *transform*, has synonyms that include *change, alter, convert, make over, and renovate*.

Consensus -- A process of arriving at general agreement. The process requires that all members of the community have the opportunity for input and that multiple sides are considered. It is useful to recognize that plans that are most likely to be implemented are those which the community widely and actively supports.

Teams -- This document provides titles for a variety of different teams: Session, Deacons, Committees, and Ministry Teams. Teams are most successful when deliberately formed:

- The team should know and understand its purpose.
- The team should set goals toward which it is working. They should be able to say when they have been successful. Some teams will have short term goals and will end as soon as those are completed. Some teams will be working toward a larger vision. They may set interim goals or benchmarks to guide them toward success.
- The team will benefit from measures of success and timelines.
- The team should agree to ground rules for how they will work successfully together. Ground rules should be developed when the team forms, recognizing that every team is different. From time to time, and especially if the team exists for a longer period of time, ground rules should be revisited.

NOTE: These are complex terms around which whole training courses and volumes of literature are developed.

A Model Agenda for Session Meetings

GOAL: The Session will provide effective spiritual leadership for the Church by focusing on renewing, communicating, and achieving the vision and mission.

EXPECTED OUTCOMES: Identify the 2-3 actions that need to be accomplished.

- Session will practice prayer, Bible study, sharing, and discussion in order to discern the best options and directions for First Presbyterian Church.
(Each meeting may focus on different ministries or needs. To ensure complete and responsible oversight, an annual calendar may designate times to review the work of each committee.)
- Session will hear recommendations from Committee on one-two topics.
(When Committee chairs attend these meetings they are more actively involved in the leadership process more than the management process.)

AGENDA TOPIC	WHO	TIME
<p style="text-align: center;">TIME FOR SPIRITUAL LEADERSHIP</p> <p>Opening Prayer, Sharing Joy & Concerns</p> <p>Review Expected Outcomes & Agenda - Confirm agreement or agree to change Agenda</p> <p>Time for discernment Preparation for this meeting will be guided by the agenda topic. The pastor will be helpful in selecting Bible passages, stories, and other appropriate materials to inspire reflection and to discern directions.</p>	<p>Session Chair</p> <p>Pastor/Elder</p>	45 minutes
<p style="text-align: center;">LEADING THE WORK OF THE CHURCH</p> <p>Officer Reports</p> <p>Recommendations from Committee</p> <p>Session Discussion</p> <p>Recommended Action</p>	<p>Committee Chair</p> <p>Session Chair Session</p>	30 minutes
<p style="text-align: center;">Other Business:</p> <p>Identify any concerns with Committee Reports or Church operations that require follow-up or actions - identify how these will be handled, by whom, according to what time frame.</p>		
Actions to Be Taken	Who Responsible	By When

<ul style="list-style-type: none"> ➤ - ➤ - 		10 minutes
Meeting Evaluation: What worked? What didn't work? What can be done to make meeting(s) better?	Session Chair	5 minutes

Recommendations for Training

Effective transformation benefits from a commitment to training. Session Elders are implementing a new model and individually are asked to adopt new ways of participation. They will be more comfortable and consistent with these responsibilities if they understand how they can strengthen their powers of discernment, how they can lead and support the work of the Church by empowering others to manage, how they can inspire the congregation to participate, and how they serve as partners with the Ministry team in the spiritual leadership of the Church.

Training will include Officer Training, retreats, and other opportunities that will lead to trusting relationships and confident leaders. Training that is long-term and that will orient new Session members will reinforce and strengthen the ability of First Presbyterian Church to accomplish its vision.

Deacons will be empowered to manage the committee work of the Church. The plan recommends that the Deacons have monthly meetings for purposes of training and networking. After the first year, there will be a need to begin to repeat some training. An ideal system would be to create a curriculum that would be used with first year Deacons. Subsequent years may require a Deacons 101 to ensure that new Deacons are prepared to manage.

The purpose and logistics for Deacon training/meetings should be reviewed and revised regularly. Coordination and assessment of Deacon meetings should be assigned to the Moderator.

Retreats can play an important role in successful governance. Consider the following in planning retreats:

- The Session may benefit from a separate retreat that includes time to develop trust in each other; to understand the leadership role of the session; and to review and affirm the strategic plan.
- A separate retreat would focus on how the strategic plan should be implemented and would engage the Deacons in effective management and ways that Committees can effectively accomplish the work of the Church in support of the Vision and Mission.

Retreats and training succeed when they have been well-planned and well-led. Facilitation may be available within the congregation in some cases - which is another method for involving more members in the work of the Church. Professional trainers or consultants may be the best option in other cases. A variety of resources have been listed at the conclusion of the report.

Suggested Topics for Presentations / Discussion in Deacon Meetings

ASSUMPTIONS:

1. Deacons are meeting in order to grow together in understanding of how to lead the church toward achieving the vision.
2. Deacons will have opportunity to understand and appreciate the methods and value of discernment.
3. Deacons will work together to learn ways and share strategies that will accomplish the work of the Church and to increase congregational participation in Church service.
4. Meetings of the Deacons will normally provide time for discernment, training/lessons on leadership, and opportunities to network with each other.
5. Change / learning normally happens when individuals not only read and listen to information but when application and follow-through occur.
6. Deacons will be provided with the one-page monthly committee reports. By reviewing these reports, Deacons will be able to identify ways that committees may be able to collaborate or compliment their work.

RECOMMENDED TOPICS FOR DEACON MEETINGS: (Generally 30 minutes/meeting)

1. The Role of Worship & Discernment in Church Governance
2. Planning Meaningful & Productive Committee Meetings
3. Developing Measurable Annual Objectives; Assessing Accomplishments
4. Understanding & Supporting the Church Mission & Visions through the Work of Committees
5. Strategies for Expanding Congregational Participation
6. Communicating Effectively: Monthly reports & Church Communication Opportunities
7. Participating in Church Governance: Understanding Roles & Responsibilities
8. Using Evaluation to Make Better Decisions
9. Chartering A Ministry Team

A Model Deacons Meeting

[Note: This particular meeting design is focused on one training goal: expanding congregational participation. Essential elements will be included: Opening prayer & reflection; time for discernment; time for learning & sharing. Content and methods will vary according to the topic and planning.]

Meeting Objectives:

- Deacons will learn strategies for expanding and empowering congregational commitment to accomplish the work of the committees.
- Deacon-partners will develop a plan to implement and assess the effectiveness of one new strategy.
- Deacons will share ideas with each other to strengthen their committee work.

SPIRITUAL LEADERSHIP		
Opening Prayer & Reflection	Leader	5 minutes
Review & Gain Agreement for Meeting Objectives and Agenda		
Bible Story & Moments for Discernment <ul style="list-style-type: none"> ▪ Acts 6:1-7 First Deacons Chosen ▪ What challenges do you face attracting and retaining committee members? Write down one challenge on 3" x 5" index card. Collect cards to use later. 	Leader/Pastor	10 minutes
Time to Grow in Leadership <ul style="list-style-type: none"> ▪ Leader presents strategies for expanding & empowering congregational commitment ▪ Working with partner, Deacons choose one strategy and write plan for how it will be used to strengthen there committee ▪ Plan will include a team follow-up plan to check-in on progress. ▪ Include follow-up check-in strategy 4 months later 	Leader/Trainer	30 minutes
Sharing Highlights & Concerns <ul style="list-style-type: none"> ▪ Officer Reports ▪ Draw random index cards - or have assistant review & select representative challenges. Limit number chosen to time allotted. ▪ Expand discussion to include as many as possible. 	Leader/Trainer	10 min

Review Follow-up and Identify Other Topics of Concern to Group ACTIONS	Chair WHO	10 min WHEN
<ul style="list-style-type: none"> ➤ Implement Strategy ➤ Partnership Follow-up ➤ Leader Follow-up ➤ - 	Everyone Partners Leader	Two months Three months Four months
Meeting Evaluation: What worked? What didn't work? What can be done to make meeting(s) better?	Leader	5 min

Effective Written Reports for Committees

1. Effective written reports are the most efficient method for communicating announcements, progress toward expected outcomes, and pinpointing needs for action. Each Committee should provide an effective, written monthly report. [Each committee chair will decide what methods to follow in order to monitor the work of Ministry Teams. Ordinarily, Teams will not be expected to meet regularly nor to submit written reports.]
2. The most effective reports are generally bullet-pointed and to the point. Editorial and/or opinion laden reports are less helpful. Judgments or recommendations are called for where action is called for; these should be documented by sound reasoning.
3. The key information to include in monthly committee reports:
 - a. Insert a box at the top that includes the committee's GOAL(S). This serves as a reminder to stay focused and affirms the charge to the committee.
 - b. Briefly report ESSENTIAL INFORMATION: significant accomplishments; key decisions, reasons to celebrate. If there any measures associated with committee decisions or accomplishments, include in the report. Example:
 - i. "During this month attendance at WNL was up by 15% over the previous year's attendance for the month. This is credited to offering three optional classes for participants."
 - ii. "After pledges were received from Elders and Deacons, the income goals for next year's budget were 35% achieved."
 - c. Report FUTURE CONSIDERATION - Date, time, place, and purpose - give leadership advanced notice of any activity they wish to attend or discuss. Items to think about for future discussion should go in this section.
 - d. Report ITEMS FOR ACTION along with any recommendation / suggested solutions. These generally require consideration by the Elders or may benefit by discussion among peers. Examples:
 - i. The Community Service Committee has been asked to double the hours of operation for *Curbside Cafe*. To meet that request requires a budget increase of \$XXXX - the budget is attached. The Committee would like to discuss this request with the session. (This report will be even more helpful if, on the one-page attached budget, the need is briefly bullet-pointed. - Issue for Session.)
 - ii. The Worship Committee was in need of new workers to support Sunday services. We have implemented a successful recruiting campaign and would like to share our strategies with other Committees that may be facing recruiting and retention challenges. - Discussion for Deacon's meeting.

(This page was added so that the suggested format for committee reports could begin printing on the front side of a page.)

First Presbyterian Church

A caring congregation where lives are being transformed by Christ and all are seeking to grow in faith and love.

_____ (month - year) Report from _____ Committee

Submitted by _____ Contact Info _____

COMMITTEE GOAL(S) :

ESSENTIAL INFORMATION:

FUTURE CONSIDERATIONS:

ITEMS FOR ACTION:

[NOTE: Send reports as electronic attachments to ----- by - (due date)]

Guidelines for Successful Meetings

1. A distinguishing characteristic of meeting at First Presbyterian Church is that they reflect the mission. Committee work should model transformation by Christ and seek to grow in faith and love. Prayer and Biblical inspiration play a central role in better meetings.
2. Better meetings are planned - one recommendation calls for at least as much time planning a meeting as holding a meeting. Planning is best done by more than one person.
3. An agenda is provided to all meeting participants ahead of the meeting so that participants arrive prepared for a productive meeting.
4. Regularly scheduled meetings help contribute to better preparation and participation.
5. Most studies indicate that a 60-90 minute meeting is the best length for good decision-making. It is best to plan the meeting to last one hour. Part of planning is to estimate the amount of time to devote to each agenda item. This allows for the leader / participants to make adjustments to the schedule during the meeting, if necessary.
6. If the meeting is lasting longer, participants should agree to the extension and the reason for the extension.
7. Meetings should be held when there is a reason for participants to *come together* to share information, discuss options, and agree to recommended actions.
8. Announcements, general information, and any other information for which no discussion is required belong in a written report that participants are responsible for reading either in preparation for the meeting or as follow-up to the meeting.
9. Everyone attending a meeting should have the opportunity for meaningful participation. The leader should be deliberate in promoting participation.
10. When participants agree to actions, they are more likely to make the effort to ensure that actions are implemented.
11. Records should be kept of proceedings to document decisions and progress. The meeting works best if someone other than the leader is responsible for keeping notes. One successful method is to use a flip chart so that everyone agrees with the information that is recorded.
12. The good meeting ends with a review / confirmation of the actions that are expected as a result of the meeting with an understanding of who is responsible for carrying out those actions, and an expectation of when actions will be performed.

13. Better meetings result when participants take time to evaluate what is working or not working with the meeting processes and then making adjustments based on this feedback.

First Presbyterian Church Long-Range Plan (Adopted 2004)
Framework Adapted from National Center for Nonprofit Boards, 4/10/2003.

Five basic components make up First Presbyterian's comprehensive strategic plan:

Vision -- describes the organization and its potential impact in the future. A vision is guided by dreams, not constraints. It is what an organization hopes will happen if its dreams are realized. Vision is the force that results in the long-term engagement of volunteers. The Session is ultimately responsible for leading the church to accomplish its mission.

Our Vision

A caring congregation where
Lives are being transformed by Christ and
All are seeking to grow in faith and love.

Mission -- has two elements: the philosophical expression of **Our Core Values** (why the church exists; what the church represents), and a brief summary of what the church needs to do to accomplish **Our Vision**.

Our Mission

Redeemed by God's grace, we seek:
To glorify God through worship
To share the good news of Jesus Christ
To deepen our faith and that of our families
To live in loving fellowship with each other and
with our neighbors
To serve with compassion and promote justice in our
community and our world.

Our Core Values

Centered on the Triune God
Faithful to our Heritage and to the Reformed Tradition
Accepting of the Richness of Human Diversity
Committed to Life Long Learning
Intentional in Stewardship

Goals -- summarize the principal program, development, administrative, or other major accomplishments the church hopes to achieve in order to realize the vision and fulfill the mission. Goals descend from and are validated by the vision. They are general and not quantifiable, can be short- or long-term, and are evaluated annually. Goals are an essential empowerment link between the Session and Committees. They translate the Mission into clear direction and help to allocate resources and responsibility.

Objectives -- support the goals and provide more details. They answer the questions: WHO will do WHAT by WHEN? When developing objectives, remember that objectives are **SMART**.

Specific - pertaining to a certain task or program;

Measurable - quantifiable by date, outcomes, responsibility;

Attainable - doable within the time prescribed and with existing constraints;

Results-oriented - focused on short-term activities to gain longer term goals; and

Time-determined - a time frame for completion is established.

Action Steps -- outline the exact activities necessary to accomplish the **objectives**. One way to present action steps is as a spreadsheet timeline or by using project management software. Action plans should be distributed to all those who are responsible for the successful completion of the task. A basic action plan must list the task, the responsible person(s), and the date the task will be completed.

What needs to be done? (Objectives)	Who	When	Where	Resources	Comments

Resources

Scripture References:

- Exodus 3:1-14 The Call of Moses
- Exodus 18: 13-24 Jethro's Advice to Moses
- Mark 3:13-19 Calling of the Twelve Apostles
- Matthew 28: 16-20 Great Commission
- Acts 6:1-7 First Deacons Chosen
- I Corinthians 12:4-31 Many Gifts Within One Body
- I Timothy 3: 1-13 Qualifications for Elders and Deacons
- Colossians 1:9 Discernment

The Book of Order

References on transformational church governance:

- Eason, Steven P. ***Making Disciples, Making Leaders: A Manual for Developing Church Officers.*** Geneva Press. 2004.
- Olsen, Charles M. ***Transforming Church Boards into communities of spiritual leaders.*** Alban Institute. 1995.
- Ott, E. Stanley. ***Twelve Dynamic Shifts for Transforming Your Church.*** William B. Eerdmans Publishing Company, Grand Rapids, MI. 2002.
- Herb Miller's Nuggets: Volume 23.
- Interview with Pastor Art Ross, White Memorial Church in Raleigh.
- Interview with Pastor Patrick Vaughn, Paoli Presbyterian Church, 30 miles outside of Philadelphia. Extensive website outlines governance plan www.paolipres.org
- Interview with Pastor George Anderson, Second Presbyterian Church, Roanoke, VA.
- Interview with Rev. Raymond Roberts, Presbyterian Church, Westfield, NJ.

Suggestions for Training -- Outside Resources:

- The VTA Group, 5234 Marina Club Drive, Wilmington, NC 28409. Phone: 910-792-0773. E-mail: vtagroup@ec.rr.com Principal: Rob Gerlach. The VTA Group has been serving corporate, non-profit, and government agencies for 15 years with the vision, "We help leaders achieve extraordinary results." Regular courses are taught on running effective meetings and building teams for results. Consulting is done on strategic planning and the strategic leadership process. Rob is part of a team of trainer/consultants in the southeastern United States improving training/coaching for transitional leaders. Consulting rates are \$150/hour.
- The Alban Institute, 2121 Cooperative Way, Suite 100, Herndon, Virginia 20171. Phone: 703-964-2700. www.alban.org The Alban Institute conducts training and provides consultants.
- The Watson School of Education offers a course of study in transformational leadership. [It might be worth exploring this resource.]
- It might be beneficial to see what consulting services the Presbyterian Church (USA) has to offer.

- Connect with other congregations who have committed to transforming to see what training they found to be helpful.

Procedure for Moving to a Different Term of Office Year, to a Different Number of Ruling Elders and Deacons, and to all Standing Committees under the Leadership of Deacons

Option 1 (Everything Completed by January 1, 2011):

1. Moving from June 1st - May 31st Term of Office to January 1st - December 31st

- a. Prior to June 1, 2008, a new class of Ruling Elders and Deacons will be nominated and elected to take office on June 1, 2008 (this will be known as the 2011 Class). At that time, the third year class of Ruling Elders and Deacons (known as the 2008 Class) will rotate off (they will have served for 3 years).
- b. Prior to January 1, 2009, a new class of Ruling Elders and Deacons will be nominated and elected to take office on January 1, 2009 (this will be known as the 2012 Class). At that time, the third year class of Ruling Elders and Deacons (known as the 2009 class) will rotate off (they will have only served for 2 years and 7 months). The Nominating Committee will have to shorten the nomination and election procedure from 12 months to 7 months this one time.
- c. Prior to January 1, 2010 and subsequent years, a new class of Ruling Elders and Deacons will be nominated and elected to take office on January 1st of that year (each class will be known for the year that they serve up to, such as the class which takes office on January 1st, 2010 will serve up to January 1st, 2013 and will be known as the 2013 Class). Like the 2009 Class, when the 2010 Class and 2011 Class rotate off, they will have only served for 2 years and 7 months. After that each Class will be back to serving for 3 years.
- d. A Ruling Elder or Deacon who serves a short term of 2 years and 7 months may choose to remain on their respective board for an additional 5 months to complete the 3-year term for which they were elected.

2. Moving from 27 to 15 members of the Session and from 30 to 42 members of the Board of Deacons

- a. Prior to June 1, 2008, a new class of 9 Ruling Elders and 10 Deacons (the current number) will be nominated and elected to take office on June 1, 2008 (this will be known as the 2011 Class). At that time, the third year class of 9 Ruling Elders and 10 Deacons (known as the 2008 Class) will rotate off leaving

27 Ruling Elders (the current number) on the Session and 30 Deacons (the current number) on the Board of Deacons.

- b. Prior to January 1, 2009, a new class of 5 Ruling Elders and 14 Deacons will be nominated and elected to take office on January 1, 2009 (this will be known as the 2012 Class). At that time, the third year class of 9 Ruling Elders and 10 Deacons (known as the 2009 Class) will rotate off leaving 23 Ruling Elders on the Session and 34 Deacons on the Board of Deacons. The Nominating Committee will have to shorten the nominating and election procedure from 12 months to 7 months this one time.
- c. Prior to January 1, 2010, a new class of 5 Ruling Elders and 14 Deacons will be nominated and elected to take office on January 1, 2010 (this will be known as the 2013 Class). At that time, the third year class of 9 Ruling Elders and 10 Deacons (known as the 2010 Class) will rotate off leaving 19 Ruling Elders on the Session and 38 Deacons on the Board of Deacons.
- d. Prior to January 1, 2011, a new class of 5 Ruling Elders and 14 Deacons will be nominated and elected to take office on January 1, 2011 (this will be known as the 2014 Class). At that time, the third year class of 9 Ruling Elders and 14 Deacons (known as the 2011 Class) will rotate off leaving 15 Elders on the Session and 42 Deacons on the Board of Deacons.

3. Moving 7 standing committees currently chaired by Session members to being chaired by members of the Board of Deacons

- a. The 6 standing committees currently assigned to the Board of Deacons are Budget and Finance, Building and Grounds, Community Service, Congregational Care, Fellowship, and Volunteer Resources.
- b. The 7 standing committees currently assigned to the Session are Administration, Christian Education, Global Missions, Growth, Worship, Personnel, and Stewardship (the Long Range Planning committee will become a function of the entire Session so it is not included as one of the standing committees to move to the Board of Deacons).
- c. On June 1, 2008, one of the new class of 10 Deacons will be assigned to each of the 6 standing committees currently assigned to the Board of Deacons as the 2nd vice chair and one of the new class of 9 Elders will be assigned to each of the 7 standing committees currently assigned to the Session as the 2nd vice chair. On the 6 standing committees currently assigned to the Board of Deacons, the Deacon who is the current vice chair will become the chair and the Deacon who will chair the standing committee the next year will become the vice chair. On the 7 standing committees currently assigned to the Session, the Ruling Elder who is the current vice chair will become the chair

and the Ruling Elder who will chair the standing committee the next year will become the vice chair.

- d. On January 1, 2009, one of the new class of 14 Deacons will be assigned to each of the 13 standing committees as the 2nd vice chair and the other new Deacon will be assigned as the 2nd vice chair of the Board of Deacons. On the 7 standing committees currently assigned to the Session, the Ruling Elder who is the current vice chair will become the chair and the Ruling Elder who is the current 2nd vice chair will become the vice chair. The new Ruling Elders, and possibly some of the remaining Ruling Elders, will be assigned to any of the 13 standing committees which need a Ruling Elder representative.
- e. On January 1, 2010, one of the new class of 14 Deacons will be assigned to each of the 13 standing committees as the 2nd vice chair and the other new Deacon will be assigned as the 2nd vice chair of the Board of Deacons. On the 7 standing committees currently assigned to the Session, the Ruling Elder who is the current vice chair will become the chair and the Deacon who is the current 2nd vice chair will become the vice chair. The new Ruling Elders, and possibly some of the remaining Ruling Elders, will be assigned to any of the 13 standing committees which need a Ruling Elder representative.
- f. On January 1, 2011, one of the new class of 14 Deacons will be assigned to each of the 13 standing committees as the 2nd vice chair and the other new Deacon will be assigned as the 2nd vice chair of the Board of Deacons. On the 7 standing committees currently assigned to the Session, the Deacon who is the current 1st vice chair will become the chair and the Deacon who is the current 2nd vice chair will become the 1st vice chair. The new Elders, and possibly some of the remaining Elders, will be assigned to any of the 13 standing committees which need an Elder representative. At this time, all of the standing committees will be under the Board of Deacons.
- g. On January 1, 2011 and subsequent years, one of the new class of 14 Deacons will be assigned to each of the 13 standing committees (all are now under the Board of Deacons) as the 2nd vice chair and the other new Deacon will be assigned as the 2nd vice chair of the Board of Deacons. On each of the 13 standing committees the Deacon who is the current 1st vice chair will become the chair and the Deacon who is the current 2nd vice chair will become the 1st vice chair. The new Elders, and possibly some of the remaining Elders, will be assigned to any of the 13 standing committees which need an Elder representative.

Option 2 (Everything Completed by January 1, 2010 which is 1 year earlier):

Option 2 involves having the first class of 5 Ruling Elders and 14 Deacons nominated and elected prior to June 1, 2008 and take office on June 1 2008. Everything else would be the same except moved up a year. This would mean that the process of moving from 27 to 15 members of the Session, moving from 30 to 42 members of the Board of Deacons, and moving 7 standing committees from being chaired by members of the the Session to being chaired by members of the Board of Deacons would be completed by January 1, 2010 instead of January 1, 2011 which is 1 year earlier.

Transition Chart

Option 1

	June 1, 2008	Jan. 1, 2009	Jan. 1, 2010	Jan. 1, 2011
Election	9 elders 10 deacons	5 elders 14 deacons	5 elders 14 deacons	5 elders 14 deacons
Total Officers	27 elders 30 deacons	23 elders 34 deacons	19 elders 38 deacons	15 elders 42 deacons
Chairs	7 elders 6 deacons	7 elders 6 deacons	7 elders 6 deacons	13 deacons
Vice Chairs	7 elders 6 deacons	7 elders 6 deacons	13 deacons	13 deacons
2 nd vice chairs	7 elders 6 deacons	13 deacons	13 deacons	13 deacons
Liaisons	0	Up to 6 elders	Up to 6 elders	13 elders

Option 2

	June 1, 2008	Jan. 1, 2009	Jan. 1, 2010
Election	5 elders 14 deacons	5 elders 14 deacons	5 elders 14 deacons
Total Officers	23 elders 34 deacons	19 elders 38 deacons	15 elders 42 deacons
Chairs	7 elders 6 deacons	7 elders 6 deacons	13 deacons
Vice Chairs	7 elders 6 deacons	13 deacons	13 deacons
2 nd vice chairs	13 deacons	13 deacons	13 deacons
Liaisons	Up to 6 elders	Up to 6 elders	13 elders

Policy for the Nomination and Election of Ruling Elders and Deacons

Article I - Authority

The nomination and election of Ruling Elders and Deacons shall be conducted in accordance with the Form of Government Chapters I, IV, VI, VII, IX, X, and XIV of the Book of Order (G-1, G-4, G-6, G-7, G-9, G-10, and G-14).

Article II - Overview and Time Table

January (by the 31st) The Session, Board of Deacons, and Presbyterian Youth Connection elect their representatives to serve on the (next) Nominating Committee

January (by the 31st) The Nominating Committee reconvenes, informs the Congregation of the eligibility requirements for members of the Nominating Committee, and requests suggestions for nominees from the Congregation for its representatives on the (next) Nominating Committee

January 1st - February 28th The Nominating Committee selects its nominees for representatives from the Congregation to serve on the (next) Nominating Committee, contacts the nominees to seek their consent and advises them of the duties of the Nominating Committee

February (by the 28th) The Nominating Committee requests that the Session call a Congregational Meeting to elect representatives from the Congregation to serve on the (next) Nominating Committee

March (by the 15th) The Nominating Committee distributes information about the nominees to the Congregation two (2) weeks prior to the Congregational Meeting

March (by the 31st) A Congregational Meeting is held to elect representatives from the Congregation to serve on the (next) Nominating Committee

April (on the 1st) The representatives elected by the Session, Board of Deacons, Presbyterian Youth Connection and Congregation to the (next) Nominating Committee officially take office and become the Nominating Committee

- April (by the 30th)** The Nominating Committee convenes, informs the Congregation of the eligibility requirements for Ruling Elders and Deacons and requests suggestions for nominees from the Congregation for Ruling Elders and Deacons
- May 1st - August 31st** The Nominating Committee selects its nominees for Ruling Elders and Deacons, contacts the nominees to seek their consent and advises them of the duties of Ruling Elders and Deacons
- August (by the 31st)** The Nominating Committee requests that the Session call a Congregational Meeting to elect Ruling Elders and Deacons
- September (by the 15th)** The Nominating Committee distributes information about the nominees to the Congregation two (2) weeks prior to the Congregational Meeting
- September (by the 30th)** A Congregational Meeting is held to elect Ruling Elders and Deacons
- October 1st - November 30th** Training is provided for the newly elected Ruling Elders and Deacons
- December (by the 15th)** Newly elected Ruling Elders and Deacons are ordained to their respective office, if not previously ordained to their respective office, and installed in their respective office
- January (on the 1st)** Newly elected Ruling Elders and Deacons officially take office

Article III - Nominating Committee

1. Members of the Nominating Committee

- a. The members of the Nominating Committee are as follows:
 - Two (2) members elected by and from the Session
 - Two (2) members elected by and from the Board of Deacons
 - One (1) member elected by and from the Presbyterian Youth Connection (PYC)
 - Six (6) members elected by and from the Congregation
- b. The Senior Pastor shall be a member of the Nominating Committee, serving ex officio and without vote.
- c. The members of the Nominating Committee representing the Session, Board of Deacons and Presbyterian Youth Connection shall be elected no later than January 31st each year.

- d. The Session and Board of Deacons may elect one (1) of its current representatives who is eligible for a consecutive one (1) year term (see **Eligibility, Article III, Section 3**) to provide continuity. Ordinarily, one (1) representative from the Session and one (1) representative from the Board of Deacons should be second year members of their respective body and the other representatives should be third year members, in which case the third year member would rotate off the Nominating Committee at the end of each year and the second year member, if eligible (see **Eligibility, Article III, Section 3**), could be elected for a consecutive one (1) year term.

2. Term of Office

All members of the Nominating Committee shall be chosen annually for a term of one (1) year.

3. Eligibility

- a. Members of the Nominating Committee shall be active members of the Congregation.
- b. No member of the Nominating Committee shall serve more than two (2) years consecutively.
- c. The members of the Nominating Committee elected by the Presbyterian Youth Connection and by the Congregation shall not be members of the Session or Board of Deacons.
- d. Wives and husbands, children and parents, and siblings, whether natural, step or in-law, shall not serve on the Nominating Committee at the same time.

4. Nominating Procedure for the Representatives from the Congregation

- a. The names of the members of the Nominating Committee shall be announced to the Congregation by appropriate means on several occasions, ordinarily in the newsletter and bulletin. The Congregation shall be encouraged to submit names for consideration by the Nominating Committee, preferably in writing or, alternatively, by speaking with a member of the Nominating Committee. The Nominating Committee should allow at least two (2) weeks for the submission process.
- b. In addition to the names submitted by the Congregation, each member of the Nominating Committee shall submit a list of not less than five (5) names to be considered. The names submitted by the Congregation and the members of the Nominating Committee shall be combined to form a list of all candidates. Each name on this list carries the same weight for consideration by the Nominating Committee, regardless of its source (Congregation or member of the Nominating Committee) or the number of times

submitted. The eligibility of each name on this list shall be verified by the Nominating Committee (see **Eligibility, Article III, Section 3**).

- c. The Presbyterian Church (U.S.A.) shall give full expression to the rich diversity within its membership and shall provide means which will assure a greater inclusiveness leading to wholeness in its emerging life. Persons of all racial ethnic groups, different ages, both sexes, various disabilities, diverse geographical areas, different theological positions consistent with the Reformed Tradition, as well as different marital conditions (married, single, widowed, or divorced) shall be guaranteed full participation and access to representation in the decision making of the church. In addition to meeting the eligibility requirements for members of the Nominating Committee (see **Eligibility, Article III, Section 3**), nominees should be persons of strong faith, who possess sound judgment and open minds. They should have a general working knowledge of the members of the Congregation. Their manner of life should be a demonstration of the Christian gospel, both within the church and in the world.
- d. Members of the Nominating Committee, their wives and husbands, children, parents, and siblings, whether natural, step or in-law, may not be nominated by the Nominating Committee. However, the Nominating Committee may nominate up to three (3) of its current representatives from the Congregation who are eligible for a consecutive one (1) year term (see **Eligibility, Article III, Section 3**) to provide continuity.
- e. Through prayer, open discussion (only within the committee) and secret balloting, the Nominating Committee shall select the nominees to be called as representatives from the Congregation to serve on the (next) Nominating Committee. Each nominee must have the support of a majority of the members of the Nominating Committee before they can be nominated to serve as a member of the (next) Nominating Committee. After the Nominating Committee compiles a list of all eligible candidates (see **Eligibility, Article III, Section 3**) and after discussion and consideration of each candidate, the Nominating Committee shall first vote on each candidate individually to ascertain if a majority of the Nominating Committee (at least 6 members) supports the candidate. Candidates who do not receive a majority of the votes in the initial (first) vote are to be removed from further consideration. Candidates who do receive a majority of the votes in the initial (first) vote are to remain in consideration for nomination. Therefore, each candidate who remains in consideration after the initial (first) vote shall have received the support of a majority of the members of the Nominating Committee in the initial (first) vote.

- f. The number of nominees shall be equal to the number of positions to be filled.
- g. The Nominating Committee shall notify the nominees in order to seek their consent to serve as a member of the (next) Nominating Committee and to advise them of the requirements and duties of the Nominating Committee. No person shall be nominated unless agreeing to serve if elected.

5. Election Procedure for the Representatives from the Congregation

- a. The Nominating Committee shall request that the Session call a Congregational Meeting no later than March 31st each year for the purpose of nominating and electing the representatives of the Congregation to the (next) Nominating Committee. An alphabetical list of the names of the persons to be nominated by the Nominating Committee, along with a photograph and brief biographical sketch about each nominee, shall be distributed to the Congregation weekly during the two (2) weeks prior to this Congregational Meeting, ordinarily in the newsletter and bulletin.
- b. After the Nominating Committee nominates its candidates at the Congregational Meeting, additional nominations may be made from the floor by any active member of the Congregation, provided the person(s) so nominated is(are) eligible (see **Eligibility, Article III, Section 3**), acknowledges an understanding of the requirements and duties of the Nominating Committee, and agrees to serve if elected. The Nominating Committee shall verify the eligibility of the person(s) nominated from the floor during the subsequent two (2) week recess.
- c. If no nominations are made from the floor, then the nominees may be elected by a voice vote of the Congregation.
- d. If nominations are made from the floor, then the election of Representatives from the Congregation shall be conducted as follows:
 - i. The Congregational Meeting shall be recessed for two (2) weeks. No additional nominations shall be permitted after the Congregational Meeting is recessed. During this two (2) week recess, the Nominating Committee shall verify the eligibility (see **Eligibility, Article III, Section 3**) of the person(s) nominated from the floor and distribute an alphabetical list of the names of all nominees (Nominating Committee nominees and Congregation nominees from the floor), along with a photograph and brief biographical sketch about each nominee, to the Congregation, ordinarily in the newsletter and bulletin. The phrase "Nominated by the Nominating Committee" or

"Nominated by the Congregation" beside the name of each nominee is the only permissible way of distinguishing between nominees.

- ii. The Nominating Committee shall prepare a ballot of all nominees listed in alphabetical order. The phrase "Nominated by the Nominating Committee" or "Nominated by the Congregation" beside the name of each nominee is the only permissible way of distinguishing between nominees.
- iii. After any discussion, each active member of the Congregation present at the reconvened Congregational Meeting shall mark their ballot, voting for not more than the number of positions to be filled. The Administration Committee shall collect and canvass the ballots and then declare the persons receiving the highest number of votes elected.
- iv. If two (2) or more persons receive the same number of votes for the last position(s) to be filled, then their names shall be placed in a container and the first name(s) drawn shall be deemed elected.

6. Vacancies

Any vacancy occurring on the Nominating Committee may be filled by the electing organization following this stated procedure or it may be left vacant. The Nominating Committee shall decide if any vacancy is to be filled or left vacant.

Article IV - Ruling Elders and Deacons

1. Members of the Session and Board of Deacons

- a. The Session shall normally consist of three (3) classes of five (5) members each, in addition to permanent members of the Session.
- b. The Board of Deacons shall normally consist of three (3) classes of fourteen (14) members each.

2. Term of Office

One (1) class of Ruling Elders and one (1) class of Deacons shall be elected each year for a term of three (3) years.

3. Eligibility

- a. Ruling Elders and Deacons shall be active members of the Congregation.
- b. No member of the Session or Board of Deacons shall be eligible for re-election to the same office until one (1) year has elapsed from the completion of their last full or partial term. However, any member of the Session or Board of Deacons elected to an unexpired term of one (1) year or less shall be eligible for re-election to a full term in the same office immediately upon completion of their partial term.
- c. Wives and husbands, children and parents, and siblings, whether natural, step or in-law, shall not serve on the Session at the same time. Wives and husbands, children and parents, and siblings, whether natural, step or in-law, shall not serve on the Board of Deacons at the same time.
- d. Ruling Elders and Deacons are to comply with the requirements set forth in **G-6.0106 b.** in the **Book of Order**.

4. Convening of the Nominating Committee

The Senior Pastor shall designate one (1) of the members elected to the Nominating Committee by the Session to serve as Moderator of the Nominating Committee. Ordinarily, the Moderator would be a third year member of the Session who is serving a consecutive one (1) year term on the Nominating Committee. The Moderator shall convene the Nominating Committee no later than April 30th each year.

5. Nominating Procedure for Ruling Elders and Deacons

- a. The names of the members of the Nominating Committee shall be announced to the Congregation by appropriate means on several occasions, ordinarily in the newsletter and bulletin. The Congregation shall be encouraged to submit names for consideration by the Nominating Committee, preferably in writing or, alternatively, by speaking with a member of the Nominating Committee. The Nominating Committee should allow at least two (2) weeks for this submission process.
- b. In addition to the names submitted by the Congregation, each member of the Nominating Committee shall submit a list of not less than five (5) names to be considered for Ruling Elders and ten (10) names to be considered for Deacons. The names submitted by the Congregation and the names submitted by the members of the Nominating Committee shall be combined to form a separate list of all candidates for each office. Each name on each list carries the same weight for consideration by the

Nominating Committee, regardless of its source (Congregation or member of the Nominating Committee) or the number of times submitted. The eligibility of each name on each list shall be verified by the Nominating Committee (see **Eligibility, Article IV, Section 3**).

- c. The Presbyterian Church (U.S.A.) shall give full expression to the rich diversity within its membership and shall provide means which will assure a greater inclusiveness leading to wholeness in its emerging life. Persons of all racial ethnic groups, different ages, both sexes, various disabilities, diverse geographical areas, different theological positions consistent with the Reformed Tradition, as well as different marital conditions (married, single, widowed, or divorced) shall be guaranteed full participation and access to representation in the decision making of the church. In addition to meeting the eligibility requirements for Ruling Elders and Deacons (see **Eligibility, Article IV, Section 3**), nominees should be persons of strong faith, dedicated discipleship, and love of Jesus Christ as Lord and Savior. Their manner of life should be a demonstration of the Christian gospel, both within the church and in the world. They should be persons of spiritual character, honest repute, exemplary lives, brotherly and sisterly love, and sound judgment. They should be involved in one or more ministries of the Congregation. They should attend worship services on a regular basis. They should have a record of consistent financial support of the Church. Their stewardship of time, talents, and treasure should demonstrate a call to a life of Christian commitment. In particular, Ruling Elders should have the ability to provide spiritual leadership and Deacons should have the ability to manage committees.
- d. Members of the Nominating Committee, their wives and husbands, children, parents, and siblings, whether natural, step or in-law, may not be nominated by the Nominating Committee.
- e. The Nominating Committee shall assess the strengths, weaknesses, needs, and requirements of the existing Session, Board of Deacons and Standing Committees, and nominate persons accordingly. After the election of each class of Ruling Elders and Deacons, an "officer assignment" committee consisting of the Senior Pastor, the Clerk of the Session, the Moderator (Chair) of the Board of Deacons, and the Moderator of the Nominating Committee shall be responsible for assigning the newly elected Ruling Elders to the Standing Committees as Elder liaisons, the newly elected Deacons to the Standing Committees as 2nd Vice Chairs, and a newly elected Deacon to the Board of Deacons as 2nd Vice Chair. The Nominating Committee shall present the "officer assignment" committee with a list of suggested assignments. The "officer assignment" committee may decide to receive additional input from the newly elected Ruling Elders and Deacons, such as their preferences for assignment, before making the final

assignments. Nominees to the Session and Board of Deacons shall not be guaranteed specific Standing Committee or Board of Deacons assignments when they are contacted by the Nominating Committee to ascertain their willingness to serve.

- f. Through prayer, open discussion (only within the committee) and secret balloting, the Nominating Committee shall select the nominees to be called as Ruling Elders and Deacons. Each nominee must have the support of a majority of the members of the Nominating Committee before they can be nominated to serve as an Elder or Deacon. After the Nominating Committee compiles separate lists of all eligible candidates (see **Eligibility, Article IV, Section 3**) for the offices of Ruling Elder and Deacon and after discussion and consideration of each candidate, the Nominating Committee shall first vote on each candidate individually to ascertain if a majority of the Nominating Committee (at least 6 members) supports the candidate. Candidates who do not receive a majority of the votes in the initial (first) vote are to be removed from further consideration. Candidates who do receive a majority of the votes in the initial (first) vote are to remain in consideration for nomination. Therefore, each candidate who remains in consideration after the initial (first) vote shall have received the support of a majority of the members of the Nominating Committee in the initial (first) vote.
- g. The number of nominees for each office shall be equal to the number of positions to be filled.
- h. The Nominating Committee shall notify the nominees in order to seek their consent to serve as a Ruling Elder or Deacon and to advise them of the requirements and duties of the office for which they are being nominated. No person shall be nominated unless agreeing to serve if elected.

6. Election Procedure for Ruling Elders and Deacons

- a. The Nominating Committee shall request that the Session call a Congregational Meeting no later than September 30th each year for the purpose of nominating and electing Ruling Elders and Deacons. An alphabetical list of the names of the persons to be nominated by the Nominating Committee, along with a photograph and brief biographical sketch about each nominee, shall be distributed to the Congregation weekly during the two (2) weeks prior to this Congregational Meeting, ordinarily in the newsletter and bulletin.
- b. After the Nominating Committee nominates its candidates at the Congregational Meeting, additional nominations may be made from the floor by any active member of the Congregation, provided the person(s) so nominated is(are) eligible (see **Eligibility, Article IV, Section 3**), acknowledges an understanding of the

requirements and duties of the office for which they are being nominated, and agrees to serve if elected. The Nominating Committee shall verify the eligibility of the person(s) nominated from the floor during the subsequent two (2) week recess.

- c. If no nominations are made from the floor for Ruling Elders, then the nominees for Ruling Elder may be elected by a voice vote of the Congregation. If no nominations are made from the floor for Deacons, then the nominees for Deacon may be elected by a voice vote of the Congregation
- d. If nominations are made from the floor for Ruling Elders and (or) Deacons, then the election of Ruling Elders and (or) Deacons shall be conducted as follows:
 - i. The Congregational Meeting shall be recessed for two (2) weeks. No additional nominations shall be permitted after the Congregational Meeting is recessed. During this two (2) week recess, the Nominating Committee shall verify the eligibility (see **Eligibility, Article IV, Section 3**) of the person(s) nominated from the floor and distribute an alphabetical list of the names of all nominees (Nominating Committee nominees and Congregation nominees from the floor), along with a photograph and brief biographical sketch about each nominee, to the Congregation, ordinarily in the newsletter and bulletin. The phrase "Nominated by the Nominating Committee" or "Nominated by the Congregation" beside the name of each nominee is the only permissible way of distinguishing between nominees.
 - ii. The Nominating Committee shall prepare a ballot of all nominees listed in alphabetical order. The phrase "Nominated by the Nominating Committee" or "Nominated by the Congregation" beside the name of each nominee is the only permissible way of distinguishing between nominees.
 - iii. After any discussion, each active member of the Congregation present at the reconvened Congregational Meeting shall mark their ballot, voting for not more than the number of positions to be filled. The Administration Committee shall collect and canvass the ballots and then declare the persons receiving the highest number of votes elected, provided that a person must receive a majority of the votes cast in order to be elected.
 - iv. If the required number of persons to be elected fails to receive a majority of the votes cast on the first ballot, then balloting shall resume on the following Sunday until all positions are filled. All persons receiving less

than a majority of the votes cast shall be deemed nominees for the next balloting. If two (2) or more persons receive the same number of votes for the last position(s) to be filled, then all shall be deemed elected.

7. Vacancies

Any vacancy occurring on the Session or Board of Deacons may be filled by following this stated procedure or it may be left vacant to be filled during the next regularly scheduled election. The Session shall decide if any vacancy is to be filled or left vacant until the next regularly scheduled election.

The policy outlined in the foregoing paragraphs shall be in effect until modified or rescinded by the Congregation.

This policy approved by the Session on _____
date

This policy approved by the Congregation on _____
date