

## **Senior Staff Restructuring Proposal Frequently Asked Questions Oasis 2011**

### **1. Why are we proposing a restructuring of our Senior Staff?**

As Baptists in Atlantic Canada we can point to many blessings we enjoy in our work together – strong educational institutions, vibrant Youth and Family programs, and an increasing reengagement with social justice issues, particularly through the Racism Working Group - but we also have several challenges. In recent years our growth - as measured in annual baptisms, number of churches, financial commitment to UIM and stress among our pastoral leadership – has demonstrated a need to reevaluate our collective approach to our ministries.

The approaching retirement of the majority of our Regional Ministers between 2011 and 2013, was an additional reason for Council to initiate a Senior Staff Review in 2009 which has led to the present Restructuring Proposal. Change in our Senior Staff will inevitably come and this proposal attempts to direct that change towards specific goals.

### **2. What is the vision for CABC that undergirds this Senior Staff Restructuring Proposal?**

What do we believe that God would have us focus on in the next 10 – 15 years? What is necessary for us to do to allow God to accomplish that through us? The mission of the church must always be to obey Christ's Great Commission to "make disciples of every nation" (Matthew 28:18-20) and His Great Commandment to "love one another" (John 13:34, 35). That can best be accomplished by 'returning the work of God to the people of God'. *The Priesthood of All Believers* is more than a doctrine; it is God's action plan for accomplishing ministry. (1 Peter 2:5; Revelation 1:6) The privilege and responsibility of service to our Lord lies with all who claim to be His followers.

The proposal promotes *a paradigm shift in the way we view leadership*. Leadership that cares about relationships, networking and connecting people (1 Peter 5:1-5); leadership that is entrepreneurial, strategic and risk taking (Acts 4:8, Acts 17:22-31); leadership that empowers others (2 Timothy 2:1-3); and leaders who care for their own spiritual formation (Acts 6:3). Attention to the training and equipping of our pastoral leaders as well as their health and connectedness within community is an important element of the proposal, as reflected in the creation of one full time position for Clergy Care.

In order to better align ourselves with Jesus mission statement in Luke 4:16-20 and be more faithful in accomplishing the Great Commission and the Great Commandment two priorities permeate this proposal: **1. a challenge to plant 65 new congregations**, in new and varied ways, to turn around the decline we see in our denominational life, **2. a challenge to be "missional"** in our relationships with the communities into which God has placed us. Both of these challenges are externally focused. Health and growth come through service to our Lord. This is as true for churches as it is for individuals. "It is absolutely clear that God has called you to a free life. Just make sure that you don't use this freedom as an excuse to do whatever you want to do and destroy your freedom. Rather, *use your freedom to serve one another in love; that's how freedom grows.*" Galatians 3:5 (MSG)

### **3. How are the Senior Staff changes designed to accomplish this vision?**

The greatest change, due to retirements, was coming among our 'field staff' which presented the best opportunity for refocus without disrupting peoples' lives. The three Associate Executive Ministers positions will take on a more limited mandate to concentrate on the priorities of 1. Church planting and new congregations; 2. Church renewal and missional emphasis; 3. Leadership networking; and 4. Development / Convention Story Telling. This job outline is specifically focused on the priorities expressed above and will require the kind of entrepreneurial leadership described earlier.

Along with the Director of Clergy Care, which is specifically related to the goal of supporting pastoral leadership, these four positions represent a reduction in field staff of 2.5 positions. This will also help to achieve the goal of being fiscally responsible as we move forward into the future.

#### **4. How will churches, who are presently struggling, be supported?**

Repeatedly in the New Testament we are instructed to ‘love one another’ (1 Peter 1:22), to ‘be kind and compassionate to one another’ (Eph.4:32), to ‘encourage one another’ (Hebrews 10:24), and to ‘live in harmony with one another; be sympathetic ... be compassionate and humble.’(1 Peter 3:8) In some ways all churches are struggling to be effective witnesses within their communities. Helping churches assess their gifts and how they can best serve their communities for Christ must continue to be a priority. That is a primary reason for the missional focus in the new proposal.

There are a number of programs and strategies available to help churches assess their needs and the needs of their communities. Some churches may choose to use a formalized program like Natural Church Development (NCD) or The Purpose Driven Church (PDC). Other churches may be interested in a mentoring relationship or a less formalized community & church needs assessment. The critical component is for local church leaders to commit to seeking God’s will for their congregation in their context. Convention staff will continue to make resources available to churches with an emphasis on empowering church leaders to evaluate, strategize and implement action steps that are appropriate to their context and consistent with their gifting as they seek to minister to their communities.

#### **5. What is the role of volunteers in the new proposal?**

The Senior Staff Restructuring Proposal does include a reduction of Senior Staff from our present 11.25 positions to 8 positions. Some of the work done by senior staff in the past will not be done by them in the new model. (see p.12 of the Proposal) Official greetings at Association events, ordination & induction services will be done by those who hold volunteer positions on Convention Council and Boards.

There will be a need for volunteers to help in activities such as conflict mediation, meeting with search committees, assisting churches in health assessment, vision casting and missional activities. Some volunteers will need to have pastoral experience and others will be lay people with interests, skills and/or training in these areas. Provision has already been made in a tentative budget for training of volunteers to help meet this need.

It is recognized that some areas of Atlantic Canada have more access to volunteers than others because of the demographics of the general population and of our Baptist Churches. Particular attention will be paid to recruiting and training people in these areas. In addition, we already have people trained in a number of areas where they are needed but they have been under-utilized in the past.

#### **6. How will Associations fit into the new model?**

One of the areas of concern during the public consultation process was how Associations fit into the new model. Since Associations are independent, Council did not attempt to determine the role Associations would play in the new model. However Associations were encouraged to discuss the issue within their leadership and among the different Associations. Acting on a request from the Queens – Sunbury Association, Council organized and facilitated an Association Forum on June 21<sup>st</sup> where Association leaders and Council members discussed a variety of questions related to the future of Associations.

Over 50 Association and Council representatives discussed issues ranging from the need, value, and role of Associations to the possibility of a new structure or model for Associations. This group also explored how the proposed new Convention structure would affect Associations and how Associations may be able to support some of the changes proposed. Both positive and negative impacts of the new structure were mentioned but those present expressed a desire to explore ways to make both organizations more effective. It was decided that a small group of Association and Council representative will collate the material discussed, draw up draft suggestions and report back to a similar forum later.

### **7. How will the Ministry Placement process work?**

One of the new Associate Executive Ministers will be the point person for the ministry placement process. The Pastor seeking Ministry Placement will contact the Associate Executive Minister responsible for Ministry Placement; the pastor will fill out a Ministry Information Profile (similar to a resume) which will be held confidentially by the office of the Associate Executive Minister. Once a church seeking a pastor has appointed a Search Committee it will inform the Associate Executive Minister of its need to have this ministry position filled. The Search Committee will receive the handbook for Search Committees and complete a Position Profile for the CABC website in order to advertize the position. If the church requires an onsite visit(s) it will be matched with a trained volunteer who lives in the Region to assist in the process. The Associate Executive Minister will do telephone coaching with the Chair of the Search Committee and forward MIP's (Ministry Information Profiles) of prospective pastors.

### **8. How will the Nomination Process work?**

When the restructuring happens there will no longer be a member of a Regional Working Group serving on the Nominating Committee. Instead, each Region will elect a representative (rep) to serve on the Nominating Committee. She/he will be the key person to work with the Association Moderator or Association Representative to gather names for the various Boards and Committees to bring a slate of names to the Nominating Committee. Instead of materials being sent to the Regional Minister to be distributed; the material will be sent to the Regional Reps to be distributed. Regions will be somewhat changed and instead of seven regions there will be nine. This will allow for even greater participation of people from the various Regions in the nominating process. This new division of Regions also allows for the three Field Staff to be strategically located throughout Atlantic Canada.

#### ***New Regions:***

The 9 Regions will be:

- 1) Southwestern/Saint John-Kings;
- 2) Northwestern/York/ Queens-Sunbury;
- 3) Mirimichi-North Shore/Westmoreland-Kent, Albert;
- 4) PEI;
- 5) Newfoundland & Labrador/Cape Breton/ Antigonish-Guysborough;
- 6) Cumberland/ Colchester-Pictou/ Halifax;
- 7) African;
- 8) Eastern Valley/Annapolis-Digby;
- 9) Yarmouth/Shelburne/ Lunenburg-Queens

Where there are multiple Associations represented in the Region, then the replacement for Regional Reps would be sought from the next Association in the cycle. For example: Yarmouth-Shelburne-Lunenburg/Queens: The first rep from the region might be from Yarmouth Association. After serving three years, the second rep would be from Shelburne Association. After serving three years, the third rep would be from Lunenburg/Queens Association. The next rep would begin the cycle anew.

### **9. How soon will these changes occur?**

If the delegates at Oasis 2011 accept the Senior Staff Restructuring Proposal then the following will occur:

**August 17<sup>th</sup> – 20<sup>th</sup>** Oasis 2011 in Wolfville  
\*August 17<sup>th</sup> FAQ on Senior Staff Proposal  
\*August 18<sup>th</sup> Final Business Session of present CABC  
\*August 18<sup>th</sup> First Business Session of Incorporated CABC  
\*August 19<sup>th</sup> Business Session on Senior Staff Proposal

**December 31, 2011** Regional Ministers positions phased out (*This coincides with the retirement of Dr. John Weiler, Dr. Frank Guinta, Rev. Ron Baxter and Rev. Wayne Fevens*)

**January 1 – Dec. 31, 2012**      *Transition Period to New Structure*  
*Transition team in place for up to 18 month, made up of the three remaining Regional Ministers (Rev. Jerry Horsman, Rev. Greg Jones and Rev. Elias Mutale) and the current Director of the Atlantic Baptist Mission Board. (Rev. Dr.Malcolm Beckett).*

**February 1 2012 Selection Process for New Senior Staff Positions Commence**

**July 1, 2013 The New Structure will be fully implemented.**

- Executive Minister (1 position)
- Director of Operations (1 position)
- Director of Spiritual Formation/Clergy Care (1 position)
- Director of Youth and Family (1 full time and one half time position)
- Three Associate Executive Ministers (3 full time field positions)
- Director of Public Witness and Social Concern (1/4 time position)
- Director of Ethnic Ministries (1/4 time position)

#### **10. What will these changes look like for existing Senior Staff?**

As mentioned earlier, one of the reasons for this Senior Staff Restructuring Proposal is the imminent retirement of four of our Regional Ministers, with a fifth to follow within 1.5 years. A concern of Council has been to make sure that those who have served us so well in the past are not overlooked as we move into the future. The Regional Ministers positions will be officially discontinued on December 31<sup>st</sup>, 2011, which will allow those presently in these positions to apply for Employment Insurance.

There will be a Transition Period of 18 months to allow the remaining (former) Regional Ministers and the Director of the Atlantic Baptist Mission Board to move either towards retirement or to transition into another ministry position. All newly created positions will be open for application by present staff, if they wish to apply. Their responsibilities during the Transition Period will be to ensure a smooth changeover to the new model. This allows them to affect the personal and professional changes they need to make in a gradual and orderly fashion, plus it provides continuity for Convention as we move into the new model.

#### **11. Why would Council cut funding to the Youth & Family Department when it is so successful and is one of our strengths?**

Council recognizes the great work that the Youth and Family Department does on behalf of the Convention. For this reason cuts to Youth and Family have been kept to a minimum. It is the duty of the Council to be fiscally responsible. In light of long standing financial challenges with UIM and the effect of inflation on its ministry dollars, we have not been able to meet budget for many years. Council believes these proposed changes, difficult as they may be, are a necessity.

Several years ago outside donor funding was secured to expand the Youth and Family Department. At the time, in securing permission to solicit these funds, assurances were made to Council that UIM would never be asked to replace these funds. Unfortunately the outside funding eventually did come to an end and Convention Council absorbed this in its own budget (affecting all of our ministries). As a side note, it is important to remember that many people have included Youth and Family ministry in their estate planning, and significant pledges were made for this important work.

With the new staffing arrangement there will be the challenge of meeting the needs of our churches with a much smaller Senior Staff compliment. With the loss of Regional Ministry other departments will be affected much more severely than Youth and Family. Certainly, as growth happens in the Convention, Council is committed to increasing the Staff compliment in the future. It is the desire of Council and the Executive Minister to explore other avenues of funding in order to expand our ministries in the future.

## **12. How broadly based has been the input into this Senior Staff Restructuring Proposal?**

Since Council initiate a Senior Staff Review in 2008 there has been broadly based input into the process. The following is a summary of the process:

### ***The Research Stage***

- Survey of Pastors in 2009
- Survey of other church leaders in 2009
- Church Consultant Rev. Dr. George Bullard met with Senior Staff, Jan. 2010
- Dr. Bullard reviewed our data & presented a report in March 2010.
- Our Executive Minister submits several draft proposals to Council in April, August and September 2010.

### ***The Working Group Stage***

- A Senior Staff Restructuring Working Group was formed by Council in September 2010 (Rev. Dr. Robert Knowles, Chair, Rev. Dr. Peter Reid, Mr. Doug Schofield, Rev. Dr. Terry Atkinson, Rev. Dr. Brian MacArthur, Ms. Sarah Dail, Rev. Daniel Cormier, Rev. Shirley Pearce, Rev. Cheryl Ann Beals, Rev. Stephen Cogswell)
- September – November 2010 the Working Group met several times to review several drafts.
- November 2010 Council accepted the Senior Staff Restructuring Proposal in principle and gave the Working Group several issues to review.
- January 2011 The Working Group met several times to refine and review the Proposal.
- February 2<sup>nd</sup> 2011 Council approved the existing Senior Staff Restructuring Proposal.
- February 9<sup>th</sup> 2011 a Transition Team met to begin review of how remaining Senior Staff would transition from the existing structure to the new structure.

### ***The Public Consultation Stage***

- February 11<sup>th</sup> 2011 the Senior Staff Restructuring Proposal was published to member Churches, Associations and the CABC website.
- February 24<sup>th</sup> – April 3<sup>rd</sup> 2011 nineteen public meetings are held throughout Atlantic Canada to explain, discuss and receive input from the constituency.
- April 2011 Council reviewed the questions and comments from the public consultation meetings.
- June 2011 the Executive of Council prepared this FAQ to clarify and respond to questions and concerns.
- June 2011 on the request of the Queens-Sunbury Association, Council met with the leadership of all Associations to facilitate a discussion on the role of Associations in the new structure.

### **Conclusion:**

The Senior Staff Restructuring Proposal notes many strengths that we as Atlantic Baptists enjoy because of the vision of women and men who sought God's will and received His blessing. It also outlines evidence of our decline in recent decades. This proposal prioritizes the elements Council believes are necessary to receive God's blessing: a missional focus, a new paradigm of leadership and a laity committed to being the Priesthood of All Believers.

May we accept Paul's instruction to his young protégé, Timothy, as we seek to be obedient to His call on our lives! ***“For this reason I remind you to fan into flame the gift of God, which is in you through the laying on of my hands. For the Spirit God gave us does not make us timid, but gives us power, love and self-discipline. So do not be ashamed of the testimony about our Lord or of me his prisoner. Rather, join with me in suffering for the gospel, by the power of God.” 2 Timothy 1: 6-8. (NIV)***