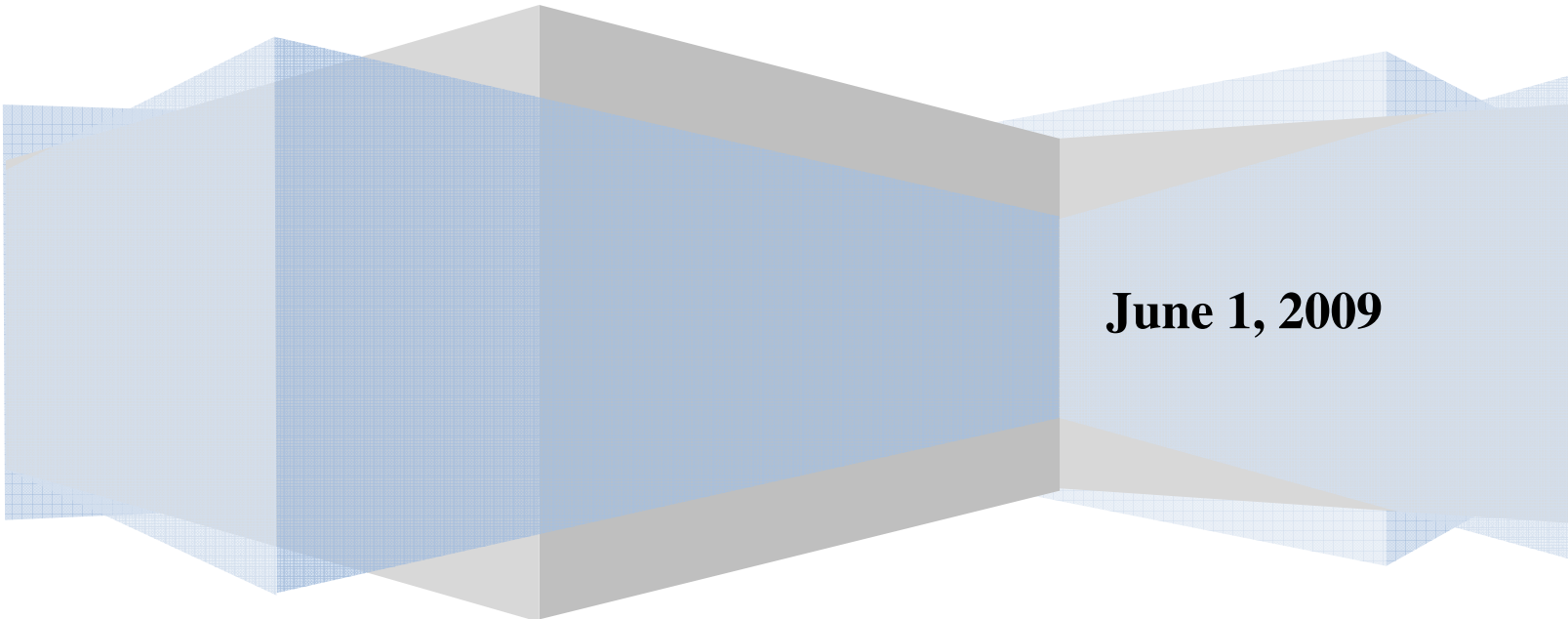


Moravian Church in America, Southern Province

Report from the Task Force on Provincial Administration/Ministry

**RESOLUTION 55
2006 SYNOD**



June 1, 2009

INTRODUCTION

Resolution 55 (APPENDIX I), enacted by the 2006 Synod, required an impartial task force to "systematically and critically examine all aspects of our provincial administration and ministries including PEC, boards and agencies and their relationships with local congregations." The task force could not include any members of the provincial staff or provincial boards although these persons could be used as resources. The task force was empowered to use outside resources with special expertise in any relevant area under examination. The task force was required to submit a final recommendation prior to the end of 2008. The PEC would then determine whether a special synod was needed to address the recommendations before the stated Synod of 2010. The task force was charged to carry out its work prayerfully in accordance with the teachings of Christ and to be mindful that it is laboring to further the ministry of Christ through the Southern Province.

The Task Force has worked diligently to ensure that factual, understandable reasons direct its recommendations for changes to the provincial organization and operations. This report describes the task force's process, findings, recommendations, associated issues, implementation approach and next steps.

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SUMMARY

As the church of Jesus Christ, we are called to fulfill a mission. We are sent by our Lord to serve humanity by proclaiming the Gospel of Jesus Christ. The worldwide Moravian Church and the Southern Province recognize this call to be the source of their being and the inspiration of their services. We, as a province, are here to fulfill our calling through an organization that best serves the mission we have been given.

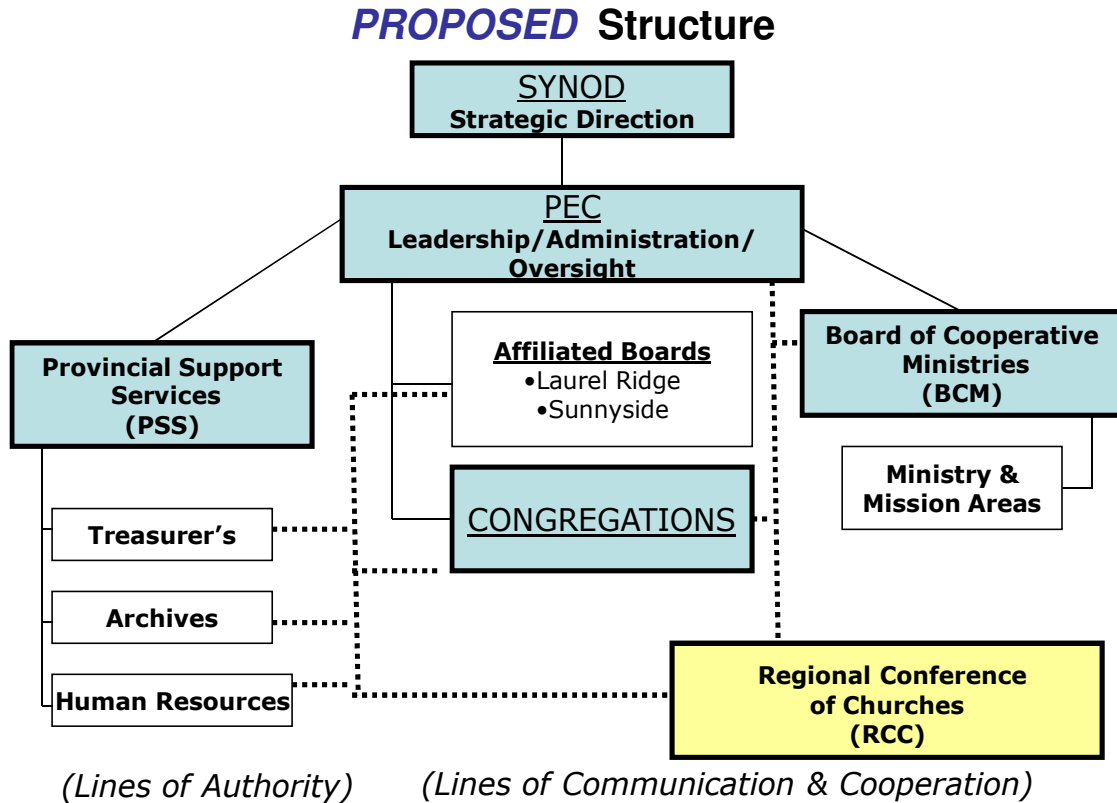
As Moravians, we have a rich heritage of unity and service to Christ through faith, love and hope. The increasing secular environment and the financial stresses due to declining membership and attendance continue to challenge provincial and congregational leadership and detract from our ministries and missions. The 2006 Synod called us to be faithful in our discipleship, to exhibit greater efforts in realizing our potential, to make our ministries more available and active, to improve communication, polity, unity, and community and to better organize ourselves for the service of Christ. Although we are confessional¹ in our polity, our strength is in our congregations and their members. We serve locally in our congregations and provincially through shared ministries. Therefore, our focus at all levels is best directed toward ensuring and maintaining viable congregations and meeting the real needs of our congregations. Ensuring two-way communication, building community, and fostering cooperation are critical in strengthening unity within our province. We need long-range strategies to deal with all of our organizational, mission and ministry challenges and to guide our efforts. The organization must provide the means to ensure the above and this was the task before us.

The Provincial Administration/Ministries Task Force began its work in September 2006 and presented its unanimous recommendation to the Provincial Elders' Conference in August 2008. Final refinements to the proposed structure were completed in December 2008 at which time the Provincial Elders' Conference unanimously endorsed the recommendation and called for a Special Synod to convene on September 11- 12, 2009, to consider and act on the proposed new structure. The task force has continued its involvement in an educational process for the province and will help with the education of Synod delegates on August 15, 2009. The task force as constituted will complete its work at the close of the Special Synod.

After considerable fact-gathering which included current agency interviews, Minister and DCE surveys, a workshop on organizational design, a survey of Intersynodal delegates, and input on the current provincial environment, the task force assessed the information and facts, identified

¹ **Confessional** in the Moravian Church means that a formal meeting by a group of people occurs to discuss and decide on matters before the church. Within the Moravian Church, decisions are not made solely by individuals.

structural and operational issues and concluded that the following structure would be recommended:



Guiding our fact-gathering, discussions and decisions was the requirement to "make our ministries more available and active by improving communication, polity, unity and community building " through a better organization for the service of Christ. The task force is convinced that the proposed structure will provide these benefits:

- Discernment of God's leading for future direction
- Flexibility of the province to respond to unforeseen needs
- Consolidation of resources to focus on real opportunities and needs
- Increased congregational input into shaping of provincial ministries
- Consolidation of decision-making
- Intentional assessment of financial capacity
- Increased buy-in by congregations
- Valid results measurement and assessment.

The proposed structure will enable Synod and the PEC to play a larger leadership role while creating a cooperative and collaborative process that provides more effective management of

provincial ministries, missions and resources. A well-defined strategic direction from Synod will help us to know who we are and where our real needs for mission and ministry lie so that we can act consistently within our values, gifts and strengths. In addition, a "common" mission invites participation because it is relevant, exciting, gift-evoking, meaningful and rewarding. In all of our efforts there is a critical need to ensure that other people see us as followers of Christ and that they experience God's existence and presence when we are among them.

Congregations are a central and important component of success for they are the places at which mission and ministry occur. The task force recognized the need for congregations to be "healthy" based upon factors within eight characteristics: Focus on Jesus Christ, Mission, Leadership, Growth, Worship Ministry, Stewardship and Cooperation. We recognized that if congregations are healthy, the province will be healthy. Valid assessments using the eight characteristics will help congregations to identify their critical needs. Bringing these needs to the attention of other components of the province will help to ensure effective strategic direction from Synod so as to implement priority actions and effective use of resources to accomplish measureable improvements.

As the task force conducted its work, it recognized that making changes in the existing provincial structure (whether simple or complex) could give the impression of moving forward but provide no real improvement in meeting the challenges of the resolution. Critically examining the current structure and methods of operating identified problems that required fixing and this resulted in the above recommendation. The task force recognized that the recommendation will involve significant change and that embracing this proposed structure involves personal change and that is not easy. The need for, and advantage of, the proposed change to the new structure have been clearly identified and the details of the task force's work is in this report. Upon approval of changes by the Special Synod of 2009, there is the need to ensure all are able to make the changes effectively and smoothly.

The task force has recommended that a special implementation team be appointed to plan and implement the new structure. This requires special expertise in change management. A few members of the current Provincial Administration/Ministries Task Force will serve on this committee to ensure continuity.

PART I

PROCESS, FACT-GATHERING AND ASSESSMENT

THE TASK FORCE PROCESS

TASK FORCE APPOINTMENT

The Southern Province Synod met every three years through 1998 after which time it began meeting every four years based on legislation enacted in 1995. The most recent Synod was in 2006. In recent times, the Synod has been held at the Blue Ridge Assembly, Black Mountain, NC.

Multiple Synods over the years have continued to be concerned about stewardship, particularly financial stewardship, and have called for increased stewardship efforts. The Synod of 2002 created the Stewardship Study Commission to examine cost and opportunities within the province. The commission's report was provided to the Synod of 2006.

Resolution 55 (*APPENDIX I*), enacted by the Synod of 2006, directed that an impartial Provincial Administration/Ministries Task Force study the structure and functioning of the Province. The PEC appointed the following persons as members of this task force:

Cindy Arrington	The Rev. Dr. Bill McElveen
Sandy Baldwin	The Rev. Dr. Neil Routh
Betsy Bombick	Wayne Shugart
Gil Frank	The Rev. Steve Wilson
The Rt. Rev. Graham Rights	Powell Winstead (Chair)

BASIC TASK FORCE APPROACHES

The task force met for the first time in September 2006. The task force set as its guiding principle the following which was drawn from the Resolution:

“...realize our [Moravian Church Southern Province] potential, thereby making our ministries more available and active by improving communication, polity², unity and community building, and discover how we might better organize ourselves for the service of Christ...”

The task force approached information gathering through environmental assessments, provincial entity assessments, and surveys. Specific stakeholders in the process of examining the Provincial administration included the Task Force, the Synod Study Commission, Provincial agencies and boards and the PEC. In addition, the task force examined connecting issues, that is, non-structural factors and issues which directly affect operations regardless of organizational structure.

Two significant focuses were identified for discernment: (1) how the provincial agencies interact with each other and with congregations; and (2) matters of governance, effectiveness and efficiency.

² **Polity** is the form and process by which the province is organized and governed.

INFORMATION GATHERING AND FINDINGS

WHAT IS MORAVIAN?

In September 2007, we asked our Archivist, the Rev. Dr. C. Daniel Crews, to talk with the task force about being Moravian. Here is what he said:

What is Moravian?

It is good that we are again asking "what is really Moravian?" In an article I did on Moravian identity which appeared in the July 1996 *TMDK* I concluded: "Indeed, if the Moravian Church ever quits questioning the nature of its identity, that is probably a sure sign that it has lost it." Finding answers to those questions, however, is the difficult part.

Unlike the Lutherans, for instance, we cannot point to a *Book of Concord* and say that a Moravian is someone who believes all of these confessional statements. We do have our *Ground of the Unity* and Easter Morning Liturgy, and they do express foundational beliefs we have in common, but we expressly declare that the fine points of these are not the immutable doctrinal standard for all time.

We value our music and liturgies, but here again, we do not say that a Moravian is one who uses these forms of worship and no other. We are hardly going to "excommunicate" over half the Moravians in the world because they use drums in Tanzania. Even in our own province we would hardly say that one is not a Moravian because of failure to pray the Litany at least once a month (though some of us may feel you can also go too far in the other direction). Yet all of this still doesn't say what is Moravian.

I think "Moravian" is more an attitude than a list of beliefs or dos and don'ts. That is, I see a Moravian who acknowledges that God, by whatever means, and for whatever reason, has called us into this church to become brothers and sisters with others who have shared this call for over 550 years. We do not say that this makes us superior to other Christians, but that we are called to share this heritage as we seek to do the Lord's will in our own time and circumstances. We are not bound by the past, but we are certainly shaped by it.

Part of that living heritage is to be a "Unity." We certainly do not have to agree on all points, but we are called to live, and work, and pray together as we decide what we do believe and what the church should be about. We must listen respectfully to one another without assuming that anyone person has all the answers. God will guide us together. Each one has a unique contribution to make, but extreme rugged individualists and "lone rangers" will not be happy in the Moravian Church. Perhaps "conferential" is more than government.

We also realize that we do not have to have all the answers before we can be Christian. An example is our grateful acceptance of our Lord's sacramental presence and grace in Holy Communion without wasting time in arguing about the "how" of that presence. Otherwise, we might as well worry about whether lovefeast buns should have raisins or not.

Our church has always known that faith results in good works of loving service to God, each other, and the world. We have never done that perfectly, but the call is always there. We do not do works to become Christians, but because we are

Christians. That is not unique to the Moravian Church, but our church cannot be Moravian without it.

We may do well to ponder on the "essentials" as they were expressed in the Ancient Unity (and by some of us today). On the part of God: the gracious good will of God the Father for our salvation; the saving work of Christ; and the gifts of the Holy Spirit. On our part: faith; love; and hope. Again, these are more loving relationships and actions rather than a theological check list. For instance, in regard to the gifts of the Spirit, we would not insist that anyone person has a particular gift, but rather seek to find and use the gifts that God has seen fit to give us.

Finally, all this brings us to the realization that the Chief Eldership of Christ is not a concept or an historical observance, but the living soul of who we are. Our church, and the whole of Christendom, is not our church, but Christ's Church. We did not become incarnate, live, teach, suffer, die, and rise again for the salvation of all. Christ did. And Christ continues to love and guide His Church (and churches), to know and share that love today. We may not always know where we are going (John 14: 5), but we know that above all else we are to "follow Him." God give us the grace to put that realization into practice.

THE CURRENT ENVIRONMENT

To begin the process of "systematically and critically examining all aspects of our provincial administration and ministries," the task force identified and discussed the current environment based upon existing knowledge and our personal experiences. The information gathered was used to guide our fact-gathering and assessment in dealing with the requirements of the resolution.

Initial Identified Issues

As a starting point in the process of examining the current environment, we began a list of specific issues based on the personal experiences of task force members. These could be categorized into four areas.

Directional Issues:

- Synod does not seem directional or in sync with mission, purpose and priorities.
- The purpose of our province (Why we exist and who we are!) needs to be very clear and well-communicated.
- Identity and recognition of the Moravian Church beyond our walls seems especially lacking.
- Mission within the province needs to be highlighted and expanded.

Operational Issues:

- Membership, attendance and financial issues require that we ask more questions about how we function.
- Delegates to Synod, who represent the congregations of the province, appear to vote for legislation, go home, and ignore most of what has been enacted.
- The need to ask for commitment and to set expectations is critical.
- The concept of "shared" ministries particularly at the provincial level needs to be addressed, understood and accepted.

- Stewardship formation will play a critical role in maintaining any improvements in provincial administration and ministries.
- Pastoral (clergy) leadership will play a critical role in implementing and maintaining any improvements in provincial administration and ministries and in assuring active congregational participation.
- There needs to be a balance between "how we feel" and "how we think and act."
- The openness to new ideas and quick responses is critical.
- The Moravian Church Southern Province needs to continue to relate to interprovincial boards through membership, involvement and actions.

Congregational Issues:

- A lack of clarity about mission at the congregational level seems to exist.
- It appears critical for congregations to actively cooperate with each other and within local communities.
- The fact that some congregations desire more autonomy will be a factor in the effectiveness of provincial administration and ministries' improvements.

Results Issues:

- There is a critical need to ensure that other people see us as followers of Christ and that they experience God's existence and presence when we are among them.
- A quote was noted from Milton Friedman, an economist and Nobel Laureate: "One of the great mistakes is to judge policies and programs by their intentions rather than their results."

As the task force continued work, these initial issues were refined and updated.

Provincial Guiding Principles for the Current Intersynodal Period

The task force noted that the PEC had established the following provincial guiding principles for 2006 - 2010:

- Together we will all "foster a spirit of unity among the people and congregations throughout the Province." (Book of Order, p. 98.)
- We will claim and be thankful for our rich diversity in theology, race, gender, geography and culture, and celebrate that diversity as the one body of Christ.
- We will sustain enthusiasm and commitment as a vital Moravian Church in mission.
- We will grow in membership and discipleship.
- As individuals, congregations, and Provincial ministries, we will be faithful stewards of the financial resources God has given us.
- We will structure ourselves as a Province (agencies, boards and congregations) to use all of our gifts and resources for ministry more efficiently and effectively.

Key questions are:

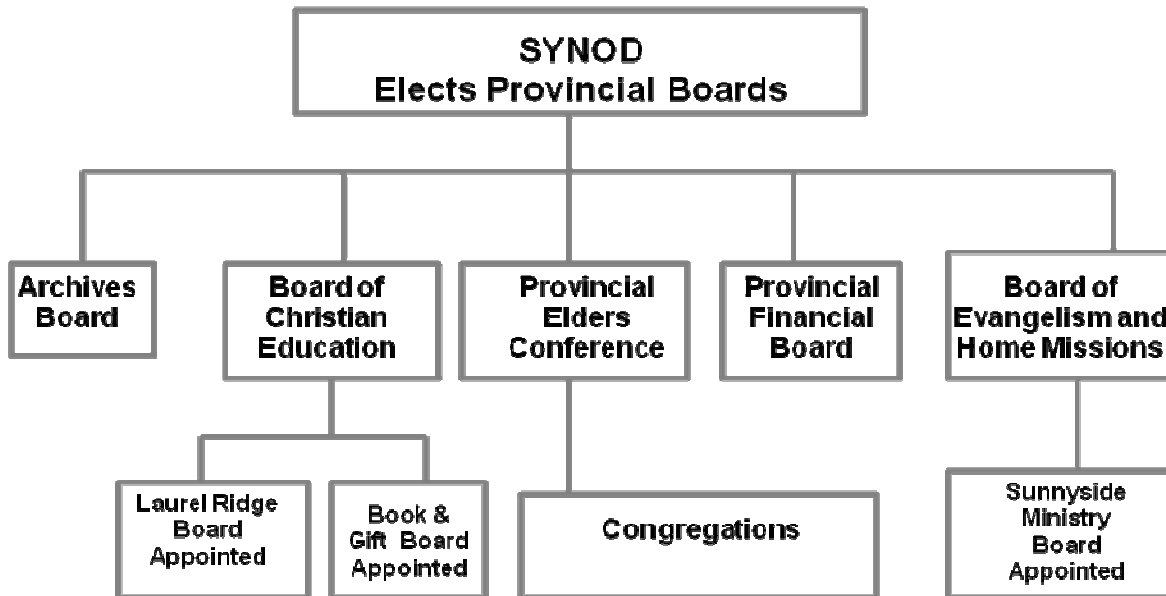
- Are guiding principles clearly communicated, understood and agreed to?
- Do we, in our church related role(s), facilitate work to achieve these?

- How do we measure success, that is, the achievement of these? For example, a key result could be: X% of congregations showed improvement when measured by standards of worship attendance and financial solvency.

The Current Provincial Structure

The task force reviewed the current structure of the Southern Province and identified the following components on which to concentrate in our assessments:

- Provincial Elders' Conference (PEC)
- Board of Evangelism and Home Mission (BEHM)
- Board of Christian Education (BCE)
- Archives Board
- Provincial Financial Board (PFB)
- Commissions and Committees
- Three Affiliated Boards (Laurel Ridge and Sunnyside, Book and Gift)³
- Congregations



In reviewing other organizations within the Southern Province, the task force decided not to include The Mission Society of the Moravian Church, South, Inc. and The Provincial Women's Board in our assessment work. Therefore, no recommendations for change of these two organizations will be forthcoming and they will continue to operate as they currently do.

³ When the task force began its work, the Book and Gift Shop existed and had an affiliated board. Since then, the Book and Gift Shop has been sold to Old Salem, Inc. and is no longer considered a part of the province.

Other organizations with connections to the Southern Province exist as independent entities or interprovincial agencies. These include Salem Academy and College, The Moravian Home (Salem town), Board of World Mission of the Moravian Church, and Moravian Theological Seminary. No recommended change in the current relationship of these organizations with the Southern Province will be forthcoming.

A review of the Book of Order showed that members of five boards and agencies (Provincial Elders' Conference, Board of Evangelism and Home Mission, Board of Christian Education, Archives Board, and Provincial Financial Board) are directly elected by Synod as prescribed in the Moravian Church Southern Province CONSTITUTION. Section 4. Duties and Functions of the Provincial Synod: "It shall elect the Provincial Elders' Conference, the Financial Board, and other Synodical Boards, *all of which are responsible to the Synod for the management of the affairs committed to them.*" The Provincial Elders' Conference is looked upon as the oversight board of the province.

The task force identified the following authority, operational and accountability problems within the current provincial structure:

- Since boards report directly to Synod, this appears to limit the judicatory⁴ influence of PEC between Synods. To improve this may require additional PEC membership considering the workload of the PEC.
- Agencies function as autonomous units with their own ideas of mission, ministry and actions and they operate with limited interaction among themselves on a regular, ongoing basis.
- It is not certain that our provincial boards and agencies are part of a "shared ministry" designed to enhance and broaden the ministries of local congregations. They appear to act independent of the ministries of the local congregations which fund them.
- Clear organizational accountability for the mission, needs and goals of the province does not exist.
- The inconsistency or lack of written documentation of process, procedure and practice within boards and agencies may affect operations.
- Provincial agencies experience problems receiving information and/or responses from local congregations.

The Synod Resolution Process

Prior to each four-year Synod, agencies, churches, groups, and individuals may prepare and submit pre-Synod resolutions. There are no restrictions on the subject and content for a resolution nor on who may make a submission. In 2006, most pre-Synod resolutions were from provincial agencies and independent groups of individuals. Some came from individuals and church boards.

⁴ **Judicatory** refers to the administrative authority given to a component of the organization including the power to enforce the requirements of the applicable constitution and rules and regulations.

Pre-Synod resolutions are referred to appropriate Synod Groups or Committees for discussion, refinement and a decision on a recommendation for Synod action. Not all pre-Synod resolutions result in a recommendation for adoption by Synod. In some cases, pre-Synod resolutions with similar or related subject matter may be combined into a single recommendation for Synod action. Recommendations are submitted to Synod in the form of a Resolution.

Of the forty-two (42) Resolutions adopted by the 2006 Synod:

- Six (6) were partially strategic⁵
- Fifteen (15) were tactical⁶
- Sixteen (16) were administrative
- Five (5) were endorsement of beliefs

The pre-Synod resolution process, while offered, seldom results in local congregations providing recommendations on their mission and ministry needs for Synod consideration and action. Therefore, the actions taken by Synod do not necessarily address help to the congregations in identified areas needed to maintain and improve mission and ministry efforts.

The Stewardship Study Commission Report

The task force reviewed the work of the Stewardship Study Commission and its results and conclusions. The task force found that in its report to the 2006 Synod, the commission had:

- Validated the financial pressures within the province;
- Identified a shrinking membership as a root cause;
- Called for drastic cost containment steps for the province; and,
- Renewed the call for stewardship emphasis.

Congregations and Their Health

Based on a general discussion about congregations, the task force saw the need for strengthening congregational connections to the province and wider church. While many Moravian congregations are clearly involved in ministry beyond the church walls, often the primary attention seems to be on ministry within the individual congregation. There is a laxity in sharing the knowledge of who we are and how we govern ourselves, especially with our membership. There is the need for vital and energetic pastoral leadership. There is a need for particular emphasis on stewardship formation (*time, talent and treasure*).

Based on these and other observations, the task force identified the need to further explore and understand the health of congregations. The task force began by considering the Biblical implications of healthy congregations.

⁵ A strategic resolution sets direction with goals and objectives, time frames, and performance measurements.

⁶ A tactical resolution dictates a specific action to be implemented including work steps, responsibility and funding.

The task force concluded that all congregations within the province need to be healthy. Changes in Provincial Administration alone will not solve problems within the Southern Province unless we also have healthy congregations. Many studies and proposals for determining and creating healthy congregations have been developed in the past. There is no single set of characteristics which have been declared totally indicative, since those who study and work in this area have different ideas about the importance of varying health characteristics due to their denominational connections and/or varying theological approaches. The task force felt that we needed to identify some characteristics which would fit our Moravian province and its congregations.

The task force incorporated the idea of healthy congregations in its fact-gathering approaches and this work is discussed later. At no time during the task force's work were individual congregations evaluated or judged for health, participation, performance or other relevant characteristics.

Attendance and Financial

Resolution 55 did not include a requirement that the task force consider financial factors in determining an appropriate recommendation. However, the task force recognized that financial constraints and membership and attendance issues exist within the province and did not wish to conclude its work without understanding these.

The task force examined data relating to the current membership environment of three other religious denominations simply to get a feeling of whether the problems of membership were unique to the Moravian Church, Southern Province. Nationally, total membership figures from 1995 to 2004 show that: Methodists are down 3.8 percent; Evangelical Lutherans are down 6.1 percent; and, Presbyterians are down 14.5 percent.

The task force examined factors relating to the Moravian Church, Southern Province membership and attendance:

- Total membership from 1996 to 2006 declined sixteen percent (16%) in the Southern Province. In comparison, the Northern Province also declined sixteen percent (16%).
- Membership data from 2002 to 2006 show that: six churches (11%) are growing with an overall eleven percent (11%) increase; twenty-nine churches (53%) are relatively stable with an overall two percent (2%) decline; and, twenty churches (36%) are declining with an overall twenty-six percent (26%) decline.
- Worship attendance data from 1996 to 2006 show that the Southern Province has a decline of nine percent (9%) in overall attendance. In comparison, the Northern Province has a decline of seventeen percent (17%) in overall worship attendance.
- Worship attendance data from 2002 to 2006 show that: six churches are growing with an overall twenty-seven percent (27%) worship attendance increase; twenty-nine churches are stable with an overall four percent (4%) worship attendance increase; and, twenty churches are declining with an overall thirty percent (30%) worship attendance decrease.

The task force examined factors relating to Southern Province finances where there is a growing indication of financial stress within local congregations in meeting their budget needs and in providing their "provincial share." For the period 2002 to 2006:

- Six churches are growing with an overall increase in budgets (5.4%) including an overall per member increase in giving (3.1%).
- Twenty-nine churches are stable with an overall budget growth (5.6%) including an overall per member increase in giving (6.0%).
- Twenty churches are declining with an overall budget growth (1.1%) including an overall per member increase in giving (6.6%).

The data on membership indicates a declining trend for seventy percent (70%) of our congregations. Worship attendance is somewhat less declining. The task force did not directly deal with finding the root causes of this decline. A real stress exists with congregational finances due to the declining membership, continued budgets at past levels, and a 2.6% of income giving level among members which results in an increase in the per person giving levels to maintain the current spending at both the congregational and provincial levels.

The Moravian Church Southern Province has looked to stewardship education as a part of the solution to the financial pressures we face. The conclusion today is that the amount of significant improvement in giving levels is debatable given the national trends and the level of giving reflected in the Southern Province. In addition, the current economic situation further exacerbates the financial problems.

ORGANIZATIONAL DESIGN WORKSHOP

The task force recognized the need for establishing appropriate factors to use when considering the design of a provincial structure. A workshop was held and included members of the task force and individuals from provincial administration (PEC and agency heads) and the Synod Study Commission. It was led by Mrs. Lynn Trodahl Chenowitz, a Moravian and expert in organizational design and management. Details about organizational design principles covered in the workshop are provided in APPENDIX II. We found that applying these principles helped the task force work through the requirements and needs for an effective and appropriate provincial structure. Significant outcomes from the workshop are discussed below.

Three Significant Observations

- Members attending the workshop were asked if the Southern Province was one organization or many. The answer was 'many'. The general agreement was that this organizational character was 'accidental' rather than 'intentional.' It was concluded that this is neither good nor affordable.
- Members attending the workshop were asked if there were issues in the Southern Province that would benefit from the application of Organizational Design. They identified issues

that applied directly such as integration⁷, too many autonomous units, and peak resourcing⁸.

- The overlying issue that prevailed was the absence of a provincial strategy.

Individual and Collective Behavior

The province and all of its components, including congregations and individual members, need to respond to the call to serve Jesus Christ as a cohesive team. This requires each, individually and collectively, to behave responsibly and responsively as members of the province. We need to: (1) achieve and maintain trust throughout; (2) confront conflict and avoid artificial harmony; (3) commit to a well-defined, common mission; (4) maintain accountability and high standards; and, (5) pay attention to results. If we fail to behave in a positive manner, we will continue to have significant problems within the province regardless of the provincial structure that exists.

The Value of Strategy

A strategy (vision, direction and expectations) will enable the province to undertake needed actions in the most effective way. Provincial effectiveness is accomplished by translating strategies into actions and results through appropriate structure design and viable working relationships. Also, within the structure, effectiveness is accomplished by appropriate job designs and a clear relationship of all individuals (whether staff or volunteers) to one another. Proper strategy implementation: (1) defines limits of action and prepares people to do the work; (2) helps to drive new behaviors to effectively respond to internal and external influences; (3) allows the province to support strategic change; and, (4) enables an on-going realization of benefits.

Points for Consideration

In considering the provincial structure, workshop attendees identified critical needs:

- We need to know who we are. We need to identify core values, gifts, and strengths. We need to discern the niche(s) we are called to serve based on strengths and gifts and on needs that are not being met.
- We need to develop a common mission that is relevant, exciting, worthy of support and resources, and meaningful and rewarding to a broad set of constituents.
- We need to emphasize evangelism and compassionate mission outreach.
- We need to focus on stewardship including intentional year-round congregational stewardship formation (time, talent, treasure).
- We need intentional pastoral recruitment. We need to set clear expectations for pastoral performance. We need to sustain pastors and provide leadership and development opportunities.

⁷ **Integration** is the alignment of processes across components to ensure achievement of organizational goals rather than individual goals.

⁸ **Peak resourcing** relates to building up money, staff, and other resources for special activities but then absorbing them longer term for uses other than that originally intended.

- We need to think, act, and care. We need to act consistently with common values and mission and work toward achievement of common results.

The workshop provided excellent knowledge about the organizational factors necessary for a well-functioning operation. In addition, attention to our current situation in the province helped to identify non-structural (operating) issues which need resolution.

INTERVIEWS AND SURVEYS

Based on our initial thinking and the results of the workshop, we conducted interviews with provincial agencies and surveyed pastors and DCEs and delegates to the 2008 Intersynodal Conference.

Interviews with Existing Provincial Agencies

The task force conducted a comprehensive review of each major board and agency within the province (PEC, Archives, PFB, BCE, and BEHM) and one interprovincial agency (BWM) which has significant ministry and mission work in the Southern Province. The review addressed origination and organization, operating methods, personnel, budgets, goals and objectives and results. In addition, there was opportunity for providing input about the current issues and needs of the Southern Province and any other comments desired. There were no restrictions on the board and/or agency about who could provide or review input and make additions, corrections, deletions or modifications.

After receiving the initial input, at least two members of the task force sat down with agency heads and reviewed the content for understanding. The task force as a whole then reviewed each agency. Questions to ensure clarity and understanding were developed and the appropriate agency provided additional responses which were further considered in the review.

Listed below are the significant points taken from the agencies' input during the reviews. Input is divided into four categories:

Directional:

- There is no clear, singular vision for what the Moravian Church, Southern Province wants to be.
- It was felt that some pastors appear to believe that Moravian history, customs and practices are a drag on efforts to grow their congregations.
- Identified needs for the future include church revitalization, mission, growth and development with God as our guide.
- In our future ministry and mission, we need to be aware of our limitations and not become overly ambitious.

Operational:

- The province is not well positioned to set priorities across agencies.

- Goals are developed independently of each agency; and, they are created using various approaches within each specific agency or board.
- Provincial entities seem to be separated with minimal interaction or communication between them; and, any strategic mission and operational planning is done in isolation.
- Some agency staff members felt that they were spread too thin with too many “irons in the fire.”
- Some identified the lack of consistent funding including shrinking financial resources to support programming requirements.
- Communication regarding provincial ministries, opportunities and resources is not always effective enough to let people know what is going on in the province, to achieve buy-in and participation and to allow members to respond and act.
- The PEC does not have sufficient time for effective leadership and management roles due to the time consumed in "putting out fires," that is, solving problems and resolving conflicts.
- The structure must enable the province to focus resources on the most pressing needs and opportunities confronting the province at any given time and to do so in efficient and effective ways.
- We need to be sure that the people we put in leadership positions (staff, elected persons, and volunteers) are well suited to carry out the tasks at hand.
- The provincial staff needs to interface more intentionally to integrate various services together thus creating greater impact on the ministries of the local congregations.
- We need to take an open and discerning look at the method of determining a congregation's financial share for provincial work.

Congregational:

- There appears to be apathy and/or lack of knowledge and understanding about provincial agencies and boards among members and congregations including a failure to participate in what is offered.
- Some congregations wish to be autonomous and be free of provincial involvement in their local mission and ministry.
- A congregational share concept and the benefit of “shared ministries” are not understood by congregations.
- The province is only as healthy and strong as are the individual congregations; and there is the need for congregations to better understand themselves and God's call.
- Members have an individual responsibility to help maintain the vitality of our church and the *we/they* mentality between congregations and the province needs to be resolved.
- Congregations need more intentional stewardship education and formation.

Results:

- All agencies and boards listed their contributions to the success of the province as tasks underway and/or completed rather than results from the work done.
- The concept of an annual report to describe the provincial work during a year should be considered.

A more detailed description of agency input can be found in APPENDIX III. The above input from the provincial boards and agencies was taken into account in determining changes needed in provincial administration.

Survey of Provincial Ministers and DCEs

In order to gain insight into how our Ministers and DCEs felt about the health of their congregations, we conducted a survey in late 2007. We were able to compile their responses into eight characteristics which can be used to review the health of congregations. No attempt was made to prioritize the importance of a characteristic. The characteristics are:

- Focus on a relationship with Christ, personally and as a congregation - bringing the individual and congregation into a greater harmony with God through Jesus Christ with a new sense of faith, love, and hope.
- Mission - focusing outward locally, nationally, and globally to remember, seek out, and serve our neighbors.
- Growth - increasing membership and attendance through an intentional process.
- Leadership - ensuring wise direction, administration, and accountability for the community.
- Worship - proclaiming God's Word through scripture, preaching, music and sacrament.
- Cooperation - bringing church members into greater harmony with one another to build community.
- Stewardship - using individual and corporate time, talent, and treasure effectively.
- Ministry - learning and growing as individuals and community to care for ourselves and serve others.

In addition, the survey requested responses about issues and impediments that are hindering good health within the congregation. More detailed results can be found in APPENDIX IV.

The results provided a good, consolidated insight into what our Ministers and DCE's felt make up the characteristics of a healthy congregation. In addition, they provide insight into some of the factors and impediments that are preventing one or more of our congregations from being fully healthy. The task force has emphasized the need to recognize that healthy congregations are needed in order for the province as a whole to succeed, regardless of how it is organized. The task force recognized that there is variation among congregations and that no two are exactly alike. In reviewing the health of any congregation, the differences will have to be taken into account.

When considering the characteristics of healthy congregations, all are important and it is not reasonable to expect congregations to limit their assessment efforts on just a few. A review of the factors for each characteristic will identify priority needs for improvement within congregations. The task force did not evaluate existing congregations or make judgments about their health. At this time, the task force made no attempt to create a specific process for examining the health of congregations.

In addition to the input provided by ministers, DCEs and delegates, the task force looked at current thinking about congregational health from other sources. Twenty-nine additional sources were examined and factors from this examination were used to develop a comprehensive set of statements (factors) to use when reviewing each congregational health characteristic (APPENDIX V). It was not the intent of the task force to create a set of standards by which Provincial Administration could evaluate and judge the status and merits of a congregation. The eight characteristics and associated factors are for congregational use to help them determine where the congregation needs help.

As the task force continued looking at the characteristics of a healthy congregation it became obvious that this should be a focal point for provincial strategy and operational design. . Based on congregational assessment, appropriate feedback can be given to Provincial Administration and Synods as they develop strategic direction and needed program assistance for the Province and its congregations.

Survey of Intersynodal Conference Delegates

Prior to the Intersynodal Conference, the task force asked each delegate to think about the characteristics of healthy congregations based on experiences within their congregation and to write down responses to a few questions. In developing responses, we suggested delegates confer with other members of their congregation. During the conference delegates completed a seven question survey based on their pre-conference thinking and written responses. We collected 249 completed surveys. There was significant variation in the extent of survey completion and in the depth of thinking and clarity of responses. Significant input included:

- The need to focus on a relationship with Christ both personally and as a congregation was most frequently stated as a first priority among the eight characteristics of church health. Based on responses, the eight health characteristics could only be grouped into two levels of priority:

Top Four: *Focus on relationship with Christ; Mission; Leadership; Growth.*

Next Four: *Worship; Ministry; Stewardship; Cooperation.*

- A wide variety of responses cited specific attention needed to improve the characteristics of congregational health in the province. A few responses were: Christ-centered church life; awareness of God's presence and the guidance of the Holy Spirit; sharing the message of Christ; improved and varied worship experiences; declining attendance and membership; need for young families and youth; visitor welcoming and new member assimilation; recognizing the need for change; focused mission and outreach; effective

evangelism; community awareness; effective pastoral leadership; new and trained lay leaders; pro-active and forward thinking boards; spiritual growth; overcoming cultural temptations; discussing and resolving issues; teamwork; openness to new ideas; year-round stewardship; awareness and use of God-given talents; and supporting the church financially.

- Several needed external resources were identified: training and guidance from provincial-level agencies in a wide variety of congregational health areas; interaction with successfully growing churches including regional opportunities; a pastor whose strengths fit the needs of the congregation; a process for conflict management and resolution; more leadership from the PEC; and provincial-wide advertising about the Moravian Church.
- Measuring success of actions was divided into quantitative and non-quantitative results. Increases in growth, attendance and participation were identified as quantitative measurements. Specific improvements in methods of functioning was one identified measurement using non-quantitative descriptions.
- The approaches that might be used with a congregation to structure the application of external resources within a congregation were limited. Basically, the most prevalent approach was to have the congregation's leadership (boards, staff and committees) coordinate and work with external resources.
- Most respondents felt there would be some value in building relationships with other congregations. Sharing, spreading costs, and reducing duplication of effort were cited as a few of the benefits. The distance between outlying Moravian congregations could be a problem; but, cooperating with local congregations of other denominations could work. Some felt that a congregation who "dances to its own drummer" might have trouble working with other congregations.
- Delegates were given an opportunity to provide additional input in areas not covered by other survey questions. Input included the opinion that the age of a congregation is a factor in what can be accomplished. There needs to be a way to hold pastors accountable for how well they are doing in leading and acting within the congregation.

APPENDIX VI provides more detail on the responses.

Other Issues that Impact Provincial Performance

In the process of examining the current structure and operation of the province, the task force identified issues that would affect the successful working of any structure that is developed and implemented.

- Financial Capability
- Budgeting Process
- Share Allocation
- Trust
- Call System
- Conflict Resolution
- Conferential System
- Provincial Election Process

- Staff Election to Boards
- Book of Order
- Policy and Procedure Manuals
- Non-profit Status of Selected Boards
- Salem Congregation

See APPENDIX VII for details. The task force agreed that these additional issues were not within the purview of requirements assigned by the resolution. However, action needs to be taken by appropriate provincial entities to resolve the problems. Resolution is a must to ensure the effective operation of any provincial structure.

Barriers that Impact Provincial Structure Performance

Based on an ongoing process that continued to refine and add issues affecting provincial operations, the task force finalized nine barriers impacting the success of any provincial structure:

- Synod is too tactical, both in the responsibility it is given and in the action that it takes. Thus, having to wait four years to address burdensome legislation is unhealthy for the province. The province lacks the ability to be flexible when unforeseen events occur.
- The province has no long range plan (3 to 5 years) resulting in confusion and the lack of clear goals regarding mission, purpose and priorities. In addition, this lack of a plan has resulted in reactive rather than pro-active approaches in administering the province.
- Synod's lack of being strategic in its actions contributes greatly to: 1) Scope overlap within agencies; 2) a lack of overall clarity for the oversight of the province by the PEC; and, 3) resolutions that hinder and encumber the flow of work and ministry for the provincial structure and the congregations.
- The election of all agency boards by Synod creates the perception that they are independent and leads to confusion over authority in matters broader than the agency itself. This limits the influence of the PEC between Synods. This limits the flexibility and ability of the province to set and adjust priorities for mission and ministry. This raises the question of whether a flat structure is the issue (structural) or is the recognition of authority of the PEC between Synods the issue (judicatory)?
- The role of the PEC is reinterpreted in practice by each PEC. The functioning of each PEC is redesigned around the gifts of the elected instead of adhering to the defined role. This could be problematic depending on the strength and weaknesses of the leadership of any given PEC. This is a function of the election process where we may know personalities rather than talents. The role of the PEC President is not clearly defined and is open to too much interpretation by the incumbent. This is a reaction to the recollection of more authoritarian leadership in the past.
- Measurements of success identify tasks instead of evaluating *results* of the tasks that are assigned to agencies and boards; and the measurement processes are left up to the individual agencies. Tracking and reporting progress is either inconsistent or non-existent and hampers the ability of the province to measure effectiveness.

- Congregations do not provide timely, accurate information in response to provincial requests resulting in extra effort, cost, and frustration. This inhibits the ability of the province to define itself accurately.
- Agencies are lacking sufficient interaction to avoid scope overlap, to be able to change strategic direction in a coordinated way, and to respond quickly to congregational and provincial issues.
- The Book of Order contains three kinds of material: polity, policy, and procedures that are combined in a confusing manner. Each kind should be separated and recorded in an appropriate document or manual.

PART II

STRUCTURE DEVELOPMENT AND RECOMMENDATION

NEEDED ORGANIZATIONAL CHARACTERISTICS

Based on fact-gathering and discussions, the task force identified the factors which must be incorporated into any provincial structure. No effort was made by the task force to compare the Southern Province organization to the structure and operating characteristics of other denominations. Nor did we look at other religious or lay organizations as models for the Southern Province.

Basic Structural Needs Derived from Input

In developing a provincial structure, the following basic needs were considered critical. Needs are in three categories

Directional:

- Synod as the legislative body of the province needs to provide vision, strategy, direction, and expectations for provincial mission and ministry.

Operational

- Components need to emphasize, promote and aid actions needed to achieve and maintain congregational health.
- Flexibility between Synods is needed to adjust functions and actions to assure meeting Synod strategic direction or to meet unexpected critical issues and needs.
- The authority for leadership, oversight and administration of the province between Synods is entrusted to the PEC and no competing authority is elected.
- The province needs to eliminate autonomy and ensure interaction among all entities.
- The province needs to ensure integration of the Synod strategy across all entities.
- Provincial entities need to direct resources and efforts toward helping congregations.
- Components may use appointed commissions and committees to manage the development and administration of plans and actions for identified needs.
- Archives remains a component of the province as required in the Unity Book of Order.
- Laurel Ridge and Sunnyside remain as entities in the provincial structure.

Congregational:

- There needs to be a process for building relationships among congregations.
- There needs to be a process for building relationships, cooperation, and coordination between congregations and other provincial entities.
- There needs to be a process for congregations to provide input into provincial direction and action.

Identified Structural Components⁹

The following components were identified to meet basic requirements:

- Congregations
- Synod
- Provincial Elders Conference
- Mission and Ministry Coordinating Function
- Affiliated Ministry Boards
- Support Component Function
- Congregational Communication and Coordinating Function

Characteristics Needed in a Successful Provincial Structure

The task force identified five characteristics that must be considered in developing a provincial structure. APPENDIX VIII provides more detail about each characteristic and the issues currently existing and the needs required for the future.

- Clarity of Purpose. This insures directional alignment at all levels reflecting common strategies and priorities. Each purpose must be unique.
- Clarity of Roles and Responsibilities. These are relevant functions focused on organization critical activities. Each role and responsibility must be unique and not overlap with other organizational entities.
- Clarity of Accountability. This ensures action to measure provincial results based on strategic goals that are set.
- Clarity of Thought and Action Discipline. This balances skills and resources directed at identified needs and intentional outcomes.
- Clarity of Open Communications and Trust. Communication is fluid and open. Leadership, including all clergy, are involved. Regular forums for communication are in place.

Basic Structure Component Characteristics

As an initial step in structure development, the task force identified requirements for each component relative to purpose, roles and responsibilities, accountability, thought and action discipline, and open communications and trust. These were based on the fact-gathering input and conclusions about how the province should operate and thus be structured. As further work continued, these requirements were refined and are presented and discussed later.

The task force identified the need for the province to pay more attention to risks¹⁰ associated with any of the components and operations of the province. All components are subject to

⁹ A component is a specific organizational unit. BCE, BEHM, and PEC are "components" in our current structure.

¹⁰ **Risk** is the possibility of encountering situations involving danger, loss, injury or other adverse consequences as a result of the purpose and actions of any provincial component.

potential risk which could impact the reputation and/or financial well-being of the province. Risk Management as a component of the provincial structure that addresses this concern was deemed necessary within the structure.

Basic Operating Characteristics

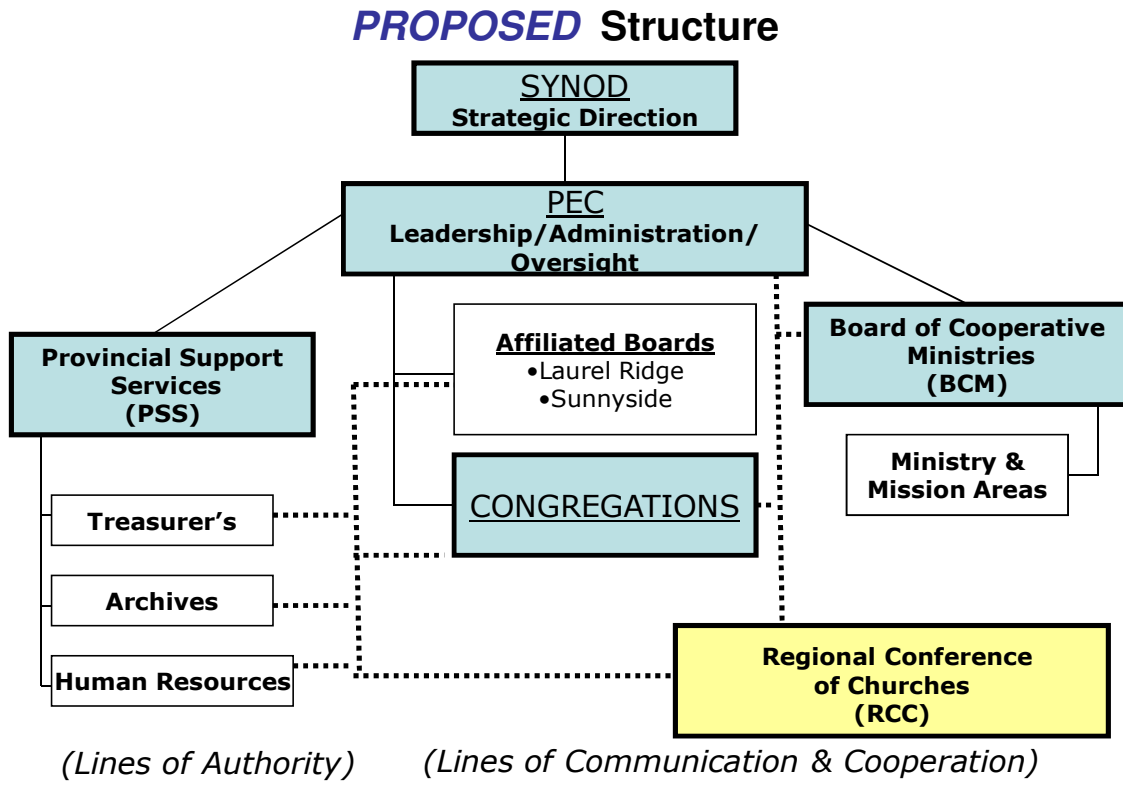
It became difficult to differentiate between those things which should be included in the purpose, roles and responsibilities, accountability, thought and action discipline, and communication and trust requirements for a component and those things which should be included in operating procedures. Listed below are some basic operating procedural factors.

- The primary output of Synod needs to be the strategy (mission, purpose, direction, goals and priorities) of the Province for the upcoming four years.
- Except to deal with unexpected situations, the PEC may not change, add to, reinterpret and/or redesign its Synod approved responsibilities and direction.
- Established components are not forever; that is, once established, a particular part of a component may not necessarily continue through or beyond the four year period if its mission and ministry area changes.
- The appointed head, volunteers and staff members in a component must have the qualifications required to meet the component's tasks.
- The component may have appointed advisors from the Provincial membership; however, the advisors have no administrative authority to change polity, policy and procedures.
- A Synod approved definition of PEC responsibilities and direction for the upcoming four year period is developed and followed based upon the needs of the Province and the approved strategic direction.
- Congregations must be active participants in all aspects of provincial life and cooperate in administrative requirements.
- Results must be measured as demonstrated improvements rather than actions.
- Administrative and program staff in provincial operations are employed (non-clergy) or called (clergy) by the PEC.
- Developing and maintaining healthy congregations needs to be emphasized.
- Polity, policy and procedure documents must be free of confusion.

STRUCTURE DEVELOPMENT

Proposed Structure

Based on all information and discussion, the task force developed the following structure for the Southern Province of the Moravian Church:



There are two relationships among the entities in the proposed structure: (1) **Solid lines** denote authority for administration and polity; and, (2) **Dotted lines** denote communication and cooperation.

The structure is grounded in the concept of healthy congregations and that healthy congregations create a healthy province. In this proposed structure, the task force established the following purposes for each entity:

Congregations: A Christian community in which individuals can respond to the love of God in Jesus Christ by growing in their love of God, in their discipleship as followers of Jesus Christ, and in their love and service toward others.

Synod: The constitutional organization established by the Unity as the governing body and highest authority in the Southern Province, Moravian Church in America.

PEC: The elected authority which provides priority-based leadership of all church ministries and administers the polity of the province.

Regional Conference of Churches (RCC): A grouping of congregations to enable communication, build unity and expand community throughout the MCSP in order to contribute to the growth of healthy congregations.

Board of Cooperative Ministries (BCM): An appointed group and employed staff which provides support to congregations and the RCCs to develop and maintain a high level of health and growth.

Provincial Support Services (PSS): An appointed group and employed staff which provides ancillary services (Financial, Archival, Human Resources and Risk Management) to all organizational levels of the province.

Affiliated Boards (Laurel Ridge and Sunnyside): Special boards which provide the leadership and management of their respective operations.

The Affiliated Boards (Laurel Ridge and Sunnyside) are shown reporting to the PEC for the present. The task force is recommending that a special study be conducted to decide on creating separate 501C status for each. This will help to reduce the problems of risk management and will allow them to apply for grants that are restricted if they continue to exist under the Moravian Church Southern Province's 501C designation. If 501C status is achieved, the two boards will be removed from direct PEC supervision.

Each component (PEC, BCM and PSS) may continue to make use of Commissions and Committees to conduct the detail management of assigned areas of ministry and mission. In establishing a Commission or Committee the responsible component must ensure a clear and non-overlapping purpose including roles and responsibilities, a level of delegated authority including limitations, an accountability for results, and appropriate volunteer appointments and staff support.

For each of the components in the proposed structure, the **PURPOSE** and **ROLES AND RESPONSIBILITIES** were finalized and are detailed in APPENDIX IX. In addition, all components will have requirements for Accountability, Thought and Action Discipline, and Open Communication and Trust which will be finalized as implementation begins .

Improvements with the Proposed Structure

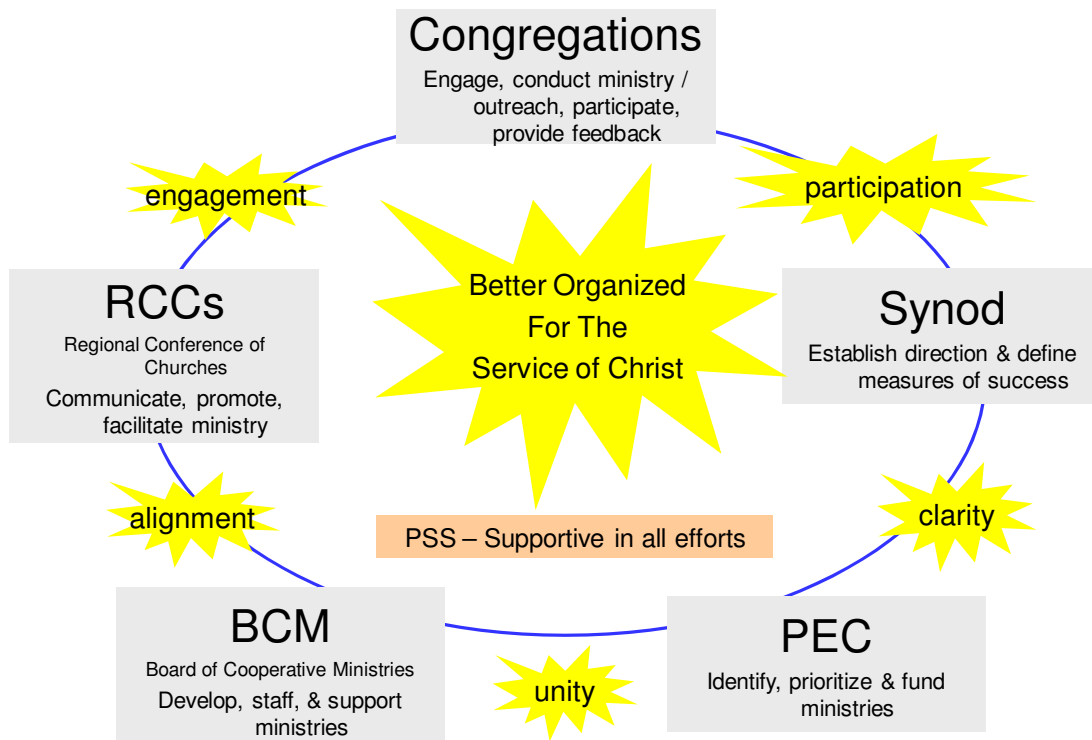
The proposed structure provides the following improvements over the existing structure:

- The Synod as the highest legislative authority moves from tactical to strategic in providing direction for the Province.

- Authority for leading, managing and administering the province between Synods is assigned to one component (PEC).
- All support services (finance, archives, and human resources) are combined into one coordinating component.
- All ministry and mission work is combined into one non-competing component.
- A component (RCC) exists to assist congregations in building relationships, cooperation, and coordination between congregations and other provincial entities.
- Congregations by themselves or through the RCC have more opportunity for contact and input with other provincial components.

Operational Improvements in the Proposed Structure

The following diagram helps us to understand how the proposed structure will improve the functioning of the province and enhance its effectiveness:



The congregations may move in either direction around the circle. By working with the RCCs congregations may communicate and provide feedback and gain insights into improving their missions and ministries. By participating in the Synod process congregations through input can help to identify real needs that result in appropriate mission and ministry strategic direction by Synod that will help with provincial and congregational improvements and effectiveness. In either direction, the BCM and PEC are involved in leadership and management roles to ensure

the implementation of real ministry and mission needs within the province and its congregations. The PSS, although not directly in the circle provides needed support in all efforts. This process provides assurance that the province is better organized for the service of Christ in all ministry and mission efforts. And, the proposed structure incorporates the needed characteristics for effective operations and better service for Christ:

- Clarity. There is a strategic Provincial direction. Roles, responsibilities and accountabilities are assigned.
- Alignment. Provincial direction and congregational ministry and mission are coordinated. Plans exist for effective enablement of ministry. Resources are allocated effectively.
- Engagement. Improved engagement by all can occur. Synod establishes direction. Ministry component develops, staffs, executes. Components communicate, promote and facilitate ministry.
- Participation. Congregations conduct ministry and outreach. PEC identifies, prioritizes and funds ministries.
- Unity. All provincial entities are involved and working cooperatively toward a common goal in ministry and mission.
- Results orientation. Health characteristics of congregations are improving. Synod reviews progress and defines success. Ministry component tracks cooperative ministry success. Congregations provide feedback.

Financial Impact of the Proposed Structure

While Synod Resolution 55 did not explicitly state a goal of reducing provincial expenses, input from interviews, surveys and the environmental study of the province recognized the role that financial pressures have played in the evolution of the resolution. The task force also recognized that the current economic environment has exacerbated these pressures and has placed a higher sense of urgency on relieving them.

The task force recognized:

- That the financial health of each congregation needs to be taken into account in determining the total amount of funds available to develop the annual provincial budget.
- That the annual provincial budget needs to use a realistic expectation approach which will ensure that provincial costs are reasonable and related to the local congregation's ability to provide financial support.
- That at any point in time the MCSP may not be able to fulfill all needs and desires for specific ministries. The new structure provides a process, by setting goals and priorities, to insure that the most important ministries are addressed using a grounded, realistic expectation approach.
- That attracting resources above and beyond commitments to operating budgets is also an important source for ministry for the MCSP. The RCC component is designed to identify such opportunities and promote support through time, talent, and resources.

- That the expected result of the focus on creating healthier congregations will, over time, result in more resources for needed and affordable ministries within a more unified MCSP community.

Therefore, the recommendation of the task force provides an immediate response to the cost of provincial support. More importantly, the recommendation creates a framework which has the potential to reverse the negative trends of the province, thus leading to better health and financial stability.

PART III

RECOMMENDATION, ACTIONS AND NEXT STEPS

RECOMMENDATION

In August 2008, the task force presented its proposed structure to the PEC and recommended:

- That the PEC endorse the proposed structure for implementation by the Southern Province of the Moravian Church.
- That a special synod be called to consider and adopt the proposed structure.
- That a special transition team be appointed to plan and oversee the implementation of the proposed structure.

The members of the task force were unanimous in agreeing to the recommendation.

REFINEMENT OF THE PROPOSED STRUCTURE

Between September 2008 and December 2008, the task force continued to meet with the PEC to ensure a full understanding and to resolve any questions and concerns. As it worked with the PEC, the Task Force continued to refine details of the proposed structure to ensure understanding and viability. During this time, no changes were made to the basic proposed structure. The purpose of this refinement was:

- To confirm the reasons and value for accepting the recommended structure.
- To identify significant organizational, operational and manning concerns when making a change from the current to the new structure.
- To identify potential questions that might arise and develop responses.

After a thorough review and assessment, members of the task force and PEC agreed that:

- Healthy congregations are the heart of our Province and ensure a healthy Province.
- The proposed structure enables a strategic, cooperative and inclusive approach with congregations to optimize efforts in developing, maintaining and supporting healthy congregations and their growth.
- Each component of the proposed structure has:
 - Clear, non-overlapping purposes;
 - Well-defined, non-overlapping roles and responsibilities;
 - Measureable accountabilities for actions and results;
 - Focused thought and action on essential, priority needs; and,
 - Open communication and trusted interaction at all levels.
- The proposed structure meets the Synod goal of improved communication, clarity of polity, improved unity, and the potential for community building.

In December 2008, the PEC unanimously endorsed the proposed structure and called for a special Synod in September 2009 to consider the recommendations.

ACTIONS AND NEXT STEPS

Website

An official website is currently in place to provide information about the proposed structure. The task force thanks the Rev. John Jackman for his time and expertise in making this website possible and for helping with its maintenance. The website address is:

www.moravianstructure.org

It contains background information, Resolution 55, the PowerPoint presentation being used in educational meetings, frequently asked questions (FAQs), and this final report. The task force will continue to update the website as additional information is forthcoming including the addition of FAQs as new ones arise.

Education Process

The task force, working with the PEC, initiated an educational process for the province. The task force thanks Paul Knouse for his expertise and help in developing the process and content.

The task force conducted a pilot education session with clergy and lay members from several congregations to ensure that the educational presentation provided clear and understandable content. Based on comments from attendees, the presentation was adjusted to provide improvements.

The task force conducted a presentation for ministers and DCE's at the April 2009 Moravian Ministers Association meeting at Trinity Moravian Church. A follow-up question and answer session was held at the May 2009 Moravian Ministers Association meeting at Trinity.

The task force conducted a series of town hall meetings:

- King Moravian Church April 23, 2009, 7 - 9 p.m.
- Kernersville Moravian Church April 28, 2009, 7 - 9 p.m.
- Clemmons Moravian Church May 4, 2009, 7 - 9 p.m.
- Little Church on the Lane May 7, 2009, 7 - 9 p.m.
- Raleigh Moravian Church May 16, 2009, 10 a.m. - 12 noon
- Palm Beach Moravian Church May 16, 2009, 3 - 5 p.m.

During the town hall meeting, a background and overview about the proposal was given. Members of the task force and PEC were present to answer attendees' questions.

On August 15, 2009, at New Philadelphia Moravian Church, a more detailed education about the proposed structure will be provided to delegates to the Special Synod which will be held on September 11 - 12, 2009.

Implementation Plan

The proposed structure provides a framework for better organizing the Southern Province for the service of Christ by meeting the requirements of the Synod for improving communication, polity, unity, and community building. In moving from the current structure to the proposed structure, skills in implementation and change management are needed. The task force recommended that:

- The PEC appoint a new team to develop and carry out a plan for implementation.
- A few members of the Resolution 55 Task Force be included on this new team for continuity.
- A financial plan addressing provincial support from congregations be developed by this new team.

**REPORT FROM THE TASK FORCE
ON PROVINCIAL ADMINISTRATION
JUNE 1, 2009**

APPENDIX I

RESOLUTION 55

To Synod 2006

Resolution # 55- FinalFinal

Resolution

Subject: Provincial Administration/Ministries Task Force
From: Provincial Development Ministry Group

WHEREAS, as a province that seeks to be faithful in its discipleship, we are called to greater efforts toward realizing our potential, thereby making our ministries more available and active; and

WHEREAS, we wish to improve communications, polity, unity and community building, and discover how we might better organize ourselves for the service of Christ; therefore be it

RESOLVED, That the PEC appoint an impartial task force that will be charged with systematically and critically examining all aspects of our provincial administration and ministries including PEC, boards and agencies and their relationships with local congregations;

RESOLVED, That the task force be empowered, with the advice and consent of the PEC and Provincial Financial Board, to engage outside persons with special expertise in any relevant area under examination;

RESOLVED, That those serving as Provincial staff or on Provincial boards shall not serve on this task force (although those individuals will be consulted as valuable resources);

RESOLVED, That funding, if required, shall be coordinated through the Provincial Financial Board;

RESOLVED, That the task force will review the report from the Stewardship Study Commission arising from the 2002 Synod and any other pertinent resources;

RESOLVED, That the task force shall make periodic reports and shall submit final recommendations to PEC no later than the end of 2008;

RESOLVED, That the PEC will determine whether a special synod is needed to address the recommendations before the synod of 2010; and

RESOLVED, That the task force carry out its work prayerfully, in accordance with the teachings of Christ, ever mindful that it is laboring to further the ministry of Christ through the work of the Southern Province.

With the approval of the Financial Ministry Group

**REPORT FROM THE TASK FORCE
ON PROVINCIAL ADMINISTRATION
JUNE 1, 2009**

APPENDIX II

ORGANIZATION DESIGN AND THE SOUTHERN PROVINCE

Organizational Design is the process of aligning organizational elements with mission and ministry strategies and operational requirements. It helps to focus individuals and the organization on the key drivers in the delivery of their services. Organizational design considers how an organization groups responsibilities around work, allocates authority and decision making, defines jobs, binds units together structurally to support their effectiveness, and translates strategy into actions and results through the design of jobs and their relationship to one another.

Why consider organization design? These nine factors, if existing, point to the need for examining the organization and improving the design:

- **LACK OF INTEGRATION:** The organization units are poorly aligned to cross processes, potentially creating inefficiency and focus on achievement of individual goals rather than the goals of the organization.
- **TOO MANY AUTONOMOUS UNITS:** The organization has too many autonomous units of management, potentially adding resource, slowing decision making, and inhibiting integration.
- **MISUSE OF PEAK RESOURCING:** The organization has built up resources for special activities but absorbed them longer-term.
- **SKILL MIX SHIFT NEEDED:** Specific work units need fewer people but with a different skill mix to meet changing service demands.
- **EXCESSIVE AND/OR IRRELEVANT REPORTING:** The organization invests too much resource in providing reports that are not adding value and do not offer opportunity for analysis and action.
- **DUPLICATION OF SERVICES OR INAPPROPRIATE PRIORITY OF SERVICES OFFERED:** Localized restructuring has led to organization fragmentation over time, resulting in duplicated activities and/or activities being performed that are no longer valued.
- **LACK OF CENTERS OF EXCELLENCE:** Economies of scale have not been fully exploited by support functions to create shared services.
- **LACK OF OUT-SOURCING:** The organization has not out-sourced non-core services that can be done more efficiently by an external partner.
- **MISALIGNED ROLES, RESPONSIBILITIES AND BEHAVIORS:** The organization makes structural change, but neglects achieving clarity on new roles and responsibilities and behaviors for the common good. Work that has always been done is rarely stopped.

Seven major elements incorporated into organizational design are:

- Accountability and Decision Making. Responsibility to achieve specific results is assigned to one component. The process and person(s) involved in making and approving decisions is defined.
- Work Group Design. Related jobs are brought together into specific groups including the types of resources needed to meet requirements.
- Performance Measures. Key indicators that must be tracked to ensure the success of individuals, groups and identified goals are developed.
- Skills and Behavior Development. Necessary expertise (know-how) and behaviors in individuals and groups to support new ideas and approaches in meeting needs are ensured.
- Job and Role Design. Related tasks, activities and procedures are assigned to appropriate job positions and components.
- Roles and Responsibilities. Specific operating requirements are assigned to appropriate groups or individuals.
- Structure. Identified work activity groupings and reporting relationships are functionally organized.

The benefits of considering the organizational design process include:

- Directional alignment. The organization at all levels reflects *common strategies* and *common priorities*.
- Focus. Relevant functions are coordinated and focused on *organization-critical activities*.
- Speed. Organizational design addresses how effectively organizations are able to be *flexible and responsive to change*.
- Talent. Organizational opportunities impact effectiveness, *skill enhancement* opportunities, development and retention.
- Enhanced work capacity. A more nimble design increases the *speed or throughput* of an organization.
- Achievement of goals. Balancing skills and resources (human and financial) to drive *common desired outcomes*.

An effective organization has:

- Clarity of purpose in which each component has a unique reason for being. Yet, each component is present because its purpose is necessary for the overall common good of the whole. Cross purposes within organizational components result in duplicate effort.
- Clarity of roles and responsibilities for the component, staff, and volunteers are necessary. Individuals in components are "rewarded" by how well the organization does. Therefore, clear definitions of expected job requirements, behavior and performance are necessary.
- Clarity of accountability helps the organization, component and members understand what is required and expected as an outcome of effort. Results are measured in

quantitative or non-quantitative measurements of success and not in the types of activities undertaken and completed.

- Communication is open and continuous to ensure that everyone understand all aspects of requirements, actions, and results.
- Discipline of thought and action is practiced continually. All planning, implementation, and determination of effectiveness is directed toward "real" rather than "perceived" needs of the organization and its components.
- Agility which allows response to changing needs without disrupting established values and policies.
- Purposefulness which gives things time to work while assuring appropriately speedy responses to specific needs.

Change is hard and it takes time; but it is necessary and can be managed effectively. The steps in changing include:

- AWARENESS. Requires communication.
- UNDERSTANDING. Requires education and demonstration.
- ATTITUDE. Requires involvement and recognition of progress.
- BEHAVIOR. Requires rewarding change.
- RESULTS. Requires celebration.

These change steps require time. Every individual goes through all the phases sequentially. Individuals or groups of individuals may move at different speeds along the curve. The goal is to minimize the time it takes to go from awareness to maximum usage (results). During the process, all will move at some degree through anger, denial, fear, negotiation, and acceptance. There is a need for factual and understandable reasons for change. And there is a need to assess individuals who may or may not be able to change and work effectively.

Leadership behaviors are critical in achieving success. A dysfunctional team demonstrates absence of trust (desire to be invulnerable); fear of conflict (artificial harmony); lack of commitment (ambiguity); avoidance of accountability (low standards); inattention to results (status and ego).¹¹ A cohesive team has the opposite behaviors. They trust one another, engage in conflict around ideas, commit to decisions and plans of action, hold each other accountable, and focus on collective results.

Key questions for the Southern Province include:

- What are the strategies and goals for the Moravian Church Southern Province?
- What are the operational requirements to implement strategies and administer the province?
- Is the work organized to achieve common goals?
- Is there clarity around who does what to drive for common results?
- Do the elements of the province share resources when needed to achieve a common goal?

¹¹ The Five Dysfunctions of a Team. Patrick Lencioni.

Why do we want to consider organizational design in determining the most effective structure for the Southern Province? Design principles help us to:

- Create a structure that is aligned with a defined strategy so that maximum effectiveness is achieved by translating the strategy into actions and results through established jobs and their relationships to one another.
- Provide the means to support strategic change.
- Put "strategy on the ground."
- Drive new behaviors to effectively respond to internal and external drivers.
- Define boundaries and prepare people to do the work.
- Enable the ongoing realization of benefits.
- Assess the current organization's ability to support the new strategy.

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APPENDIX III

INPUT FROM AGENCY INTERVIEWS

Following are the significant inputs from agencies:

- The organization of each board varies as to date created. The PEC and Archives have existed in varying forms since the beginning of the province (1753). BCE began in 1884 as the Provincial Sunday School Committee and has been reorganized by Synods over time as new requirements were identified. It was named the Board of Christian Education in 1935. The Board of Evangelism and Home Missions was most recently reorganized into its current structure in 1986 having evolved from earlier work in church aid and extension. The earliest financial board came into existence in 1858 and is currently called the Provincial Financial Board. Not all boards have procedures manuals. Some, such as BCE, have formal manuals. Others use the Book of Order contents as their operating guidance. BCE had the largest number of paid professional staff.
- There is no clear, singular vision for what the Moravian Church Southern Province wants to be. The province is not well positioned to set priorities across agencies. Although the boards and agencies have goals, they are developed independently of each other; and, they are created using various approaches within each specific agency or board. Many goals are derived from the directions of Synod and may be formal or informal. Provincial entities seem to be separated with minimal interaction or communication between them; and, any strategic mission and operational planning is done in isolation. Different clusters of people want different things; therefore, there is no unifying theme tying agencies together. Although the current administration has implemented meetings between members of provincial boards to see what others are doing, this has not been a regular practice over time.
- All agencies and boards listed their contributions to the success of the province as tasks underway and/or completed rather than results from the work done. For example, if Synod had required an agency to implement a program during the four-year period, the results were shown as the task undertaken and completed rather than the number of people who participated and the improvements occurring due to the completion of the task.
- Some within the provincial administration felt that there is not enough staff in some agencies to effectively carry out required programming responsibilities. Some felt that they were spread too thin with too many “irons in the fire.” Some identified the lack of consistent funding including shrinking financial resources to support programming requirements. In carrying out many activities and requirements, some agencies felt they were dependent on the paid staff due to the lack of volunteers and the caliber of volunteer effectiveness.

- There appears to be diminished denominational loyalty when it comes to resources and specific program leadership. Among individuals in the province, there appears to be a breakdown of connectedness and identification with the wider Moravian community.
- There appears to be apathy and/or lack of knowledge and understanding about provincial agencies and boards. There is competition for people's time and energy; and, it is difficult to work effectively within all the contemporary, cultural challenges of a volunteer-based ministry. There is the rise of "congregationalism" in which some congregations wish to be autonomous and be free of provincial involvement in their local mission and ministry. Some pastors believe that Moravian history, customs and practices are a drag on efforts to grow their congregations. Many agencies and boards noted that congregations failed to participate in what is offered.
- Congregational share concept and benefit of "shared ministries" are not understood by congregations. Difficulty exists in getting congregations to respond to requirements of the Book of Order for information; and, a large number of churches regularly do not meet recurring deadlines.
- Communication regarding provincial ministries, opportunities and resources is not always effective enough to let people know what is going on in the province, to achieve buy-in and participation and to allow members to respond and act. Members need to be challenged to become informed, educated and active. Communication acceptance and response is totally dependent on the local congregation, particularly pastors and secretaries. Layers of communication effectively impact interaction with churches.
- The PEC is charged with being both manager of the province and leader between meetings of Synod. Their contribution is dependent on finding and implementing a healthy balance between leading and managing. The PEC does not have sufficient time for effective leadership and management in mission and ministry due to the time consumed in putting out fires (solving problems and resolving conflicts). The polity of the church has flexibility but is very dependent upon the "personality" of the PEC as to how it is interpreted and applied. The role and expectations of the PEC president need to be clarified. The PEC needs to better represent the geographical makeup of the province.
- Identified needs for the future include church revitalization, mission, growth and development with God as our guide. Some specific identified needs include: spreading the WORD by proclaiming Christ and him crucified – evangelism; concentrating on growing children, youth and family life ministry; programming which supports the poor, sick and disenfranchised; developing new churches; increasing mission efforts locally, provincially, and worldwide; celebrating and communicating who we are as Moravians; and, growing in our stewardship of time, talent and treasure. There are a variety of ministry and mission actions that congregations would find difficult to do alone – Sunnyside Ministries, new churches development, major disaster relief, a comprehensive Resource Center, and Laurel Ridge.
- In our future ministry and mission, we need to be aware of our limitations and not become overly ambitious. There must be a sense of balance between essential vision for mission engagement and managing the expectations for how this will actually take place and on what schedule. There is a need and challenge to focus resources on meeting priority needs and opportunities. There needs to be a way to talk about money and/or financial issues and concerns with every Moravian household. There is a need for more collaboration and planning among provincial entities; and, the structure must enable the

province to focus resources on the most pressing needs and opportunities confronting province at any given time and to do so in efficient and effective ways. Initiatives for mission and ministry must be more task-oriented rather than directed at conducting studies. We need to be sure that the people we put in leadership positions are well suited to carry out the tasks at hand.

- The provincial staff needs to interface more intentionally to integrate various services together thus creating greater impact on the ministries of the local congregations. The concept of an annual report to describe the provincial work during a year should be considered. In a variety of communication ways, we need to tell our story.
- The province is only as healthy and strong as are the individual congregations. There is the need for congregations to better understand themselves and God's call. They need training and education to address a variety of local congregational needs. Congregations need to know about each other and be involved in projects where they can work together; and, we need to better involve the "outlying" churches in provincial work. Several issues relating to congregations were identified: congregational health including problems preventing good functioning; quality of pastoral leadership; quality of lay leadership; declining membership; and, ecumenical and interprovincial involvement and issues arising from this.
- Members have an individual responsibility to help maintain the vitality of our church. The *we/they* mentality between congregations and the province needs to be addressed and removed. Key leaders and teachers need to be empowered so as to impact interaction. We need to focus efforts on energizing, motivating and enabling congregations and pastors to grow in mission outreach; and we need a positive response from pastors and congregations to all synod-directed programs.
- Congregations need more intentional stewardship education and formation. We need a better vision for how we manage and best utilize God's financial resources as a province and congregations. We need to take an open and discerning look at the method of determining a congregation's financial share for provincial work.

The above input from the provincial boards and agencies was taken into account in determining changes needed in provincial administration.

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APPENDIX IV

**RESPONSES FROM MINISTERS AND DCEs
ON CHURCH HEALTH**

In order to gain insight as to how our ministers and DCE's feel about the characteristics of a healthy congregation and about the health of their own congregations, we developed a survey on congregational and provincial health and asked for responses in late 2007. Three questions about congregational health were: 1) List up to six characteristics which you believe best describe a healthy congregation; 2) Describe how you view the current health of your congregation; and, 3) List the three most significant factors which you believe are impeding your congregation from becoming completely healthy. Thirty-six ministers and DCE's responded to the survey. No attempt has been made to analyze, rank and judge the responses.

When compiled, the responses from ministers and DCE's described eight characteristics of a healthy congregation and the components which make up these characteristics. They also responded with significant health issues and significant factors impeding congregations from becoming healthy.

- **Growth.**
 - Healthy Components. A desire to grow with intentional processes leading to growth. A genuine welcoming of visitors. The acceptance and assimilation of new members. A wide range of ages within the congregation. A strong desire by the members to participate in activities. A stable or increasing level of participation.
 - Issues and Impediments. Not responding well to changes in culture. Do not know how to attract new families, young people, and children. Problems in assimilating new members. Existing members are widely scattered in terms of place, schedule and priorities. Older members lack an interest in knowing new members. People become members with little instruction and no definite expectations. Lack of visitors. Smallness of congregation and lack of families in the neighborhood.
- **Worship.**
 - Healthy Components. The center of congregational life which fuels ministry, spiritual growth and commitment. Meets the needs of the people by fitting the congregation and their schedules. Worshipers feel included, valued, nourished, taught, prayed for, and uplifted. There is active lay leadership in services. Well chosen liturgy uses a variety of styles including congregational singing. Biblical preaching is applied to people's lives. Attendance is stable or increasing.

- Issues and Impediments. Limited participation in worship and music programs. Decline in worship attendance. Atmosphere that does not exude warmth. Generational variety is not embraced due to ignoring preferences.
- **Cooperation.**
 - Healthy Components. Spirit of community and mutual love. An awareness of members' needs and a caring about one another. Shows compassion by focusing on others rather than self. Works at being inclusive and tolerant of diversity (ages, race, culture, sex, etc.). Non-judgmental about differing opinions and/or individual characteristics. Respectful of one another. Capable of managing conflict to produce strengths. Members know and act on why they are the church. Members are clear about how they function together. There is trust at all levels. There is an openness to focus on issues at hand and not what happened years ago.
 - Issues and Impediments. Power struggles between old and new members. Anger and jealousy when new members assume leadership roles. Fear of controversy and not dealing with tough issues in order to avoid conflict, thus creating false harmony. Splintered by gossip, parking lot chatter, and general discontent on the part of some members. Lack of getting full story before criticizing. Insisting on individual ways or beliefs as the only way. Failure to acknowledge one's responsibility (it's everyone else's fault). Difficulty in including young people in the regular life of the congregation.
- **Mission.**
 - Healthy Components. Clear vision of mission and outreach locally and beyond. Positive approaches and outward orientation because of members' sense of being in mission. Aware of needs in neighborhood around church. Actively engaged in intentional service in surrounding community. A sharing congregation that responds quickly to an identified need.
 - Issues and Impediments. No active plan for evangelism and outreach. Finding a niche in the community takes time.
- **Focus on Relationship with Christ Personally and Corporately.**
 - Healthy Components. Spiritual growth opportunities exist. Members actively seek spiritual formation. Members emphasize Christ, our Chief Elder, as head of the church, submit to his will in doctrine and deed, are loyal to Him, and respect spiritual authority. There is an awareness of the nature and presence of God within the congregation. God is working in the lives of members and in the life of the congregation.
 - Issues and Impediments. Enthusiasm for Christ and the local church is low. Spiritual apathy – the lack of genuine sense of motivation or need for Christ in one's life. Not acknowledging our Head, Jesus Christ, in words and spirit.

- **Stewardship.**
 - Healthy Components. There is financial stability and transparency. A positive approach teaches, models, and encourages stewardship. Members are aware of spiritual gifts of people and the congregation. Member commitment supports the congregation with time, talent and treasure. There are willing volunteers.
 - Issues and Impediments. Disconnect between our faith and how we use money. Deficit budgets supplemented by reserves. Approach to stewardship is not positive. Limited talents and resources available for ministry. Burden of financial stability due to loss of membership through deaths and transfers. Confusion over stewardship – members giving to perceived needs rather than real, ongoing needs for talent, time and treasure. Financial constraints (lower giving, provincial assessments, building projects, current debt). Cultural temptations for time and treasure.
- **Leadership.**
 - Healthy Components. Minister and lay leadership provide strong leading in ensuring a healthy congregation. Leaders are willing to step out with bold faith and take risks for God. Members understand and support activities and priorities set by leaders. There is transparency and honesty in decisions and actions. Communication is open so that everyone has the same information. There is a strong sense of team spirit within the joint board. There is a positive relationship between the pastor, boards, and congregation. Members have access to leadership. Pastoral changes occur every ten years or so.
 - Issues and Impediments. Some leadership has been in place too long due to lack of term limits. Leadership operates under a veil of secrecy. Some congregations are pastor centered with non-cultivated lay leadership. Some board members do not participate in any spiritual or educational activities. When strong leadership arises, it is immediately taken down. Shifts in leadership responsibility to less invested younger members. Lack of laity assuming leadership. Too few people doing too much. Need to match pastor to the real needs of the congregation. Too many chiefs and not enough workers.
- **Ministry.**
 - Healthy Components. A commitment to the agenda of God including a clear understanding of, and strong conviction about, the purpose of the church. A congregation that is in tune with its identity (locally, provincially, and worldwide) and acts accordingly. A clear definition, understanding, and ongoing programs in one to three ministry areas for which the congregation has a positive reputation due to its strengths. Faithful and extensive pastoral care. Adequate opportunities for ministry and service by members. Intentional and ongoing prayer ministry. Supportive parenting programs from Baptism and beyond (children and youth). Planned and effective Christian Education for all ages.

- Issues and Impediments. Congregation has lost its way in knowing who it is. Spark and commitment lacking. Knowledge of history and tradition is not where it should be; yet, the congregation is steeped in “tradition.” Congregation struggles to be what it perceives itself to have been over the years and cannot see that perhaps it will never be that way again. Little concern for corporate prayer. Need for more consistent lay leadership. Struggles with children and youth ministry. Overall goal for adult ministry not certain. Poor youth participation in their activities due to lack of support from parents. Focused on ministry to extended family only. Strong loyalty to tradition makes it difficult to try new things. Lack of focus, vision, and direction. Members are so scattered it is difficult to carry out effectively the various programs of the congregation. Struggle about remaining Moravian or not.

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APPENDIX V

CHARACTERISTICS OF HEALTHY CONGREGATIONS

**FOCUS ON RELATIONSHIP WITH CHRIST PERSONALLY AND CORPORATELY—
bringing individuals and the congregation into a greater harmony with God with a new
sense of faith, love and hope**

We trust and glorify God. We are aware of the nature and presence of God within the congregation. Because of God's empowering presence, we seek to find out what God wants. We know that God is working in the lives of members and in the life of our congregation. In words and spirit, we acknowledge Jesus Christ our Chief Elder as head of the church, are focused on Him as Savior and Lord, and submit to his will in doctrine and deed. We have a high level of enthusiasm for Christ and a genuine sense of the need for Christ in our lives and in our congregation. We remember who Jesus is, understand conversion and the Good News, and are loyal to Him. We belong to an infinite and eternal Spirit, respect spiritual authority, and are energized by our active and growing faith. We recognize the importance of God's Word in our lives and actively seek spiritual formation and growth. As a congregation, we ensure that spiritual growth opportunities exist. We remember and practice the tenets of our faith as given in the Bible, the Ground of the Unity, and the Covenant for Christian Living.

**MISSION—an outward focus that networks locally, nationally, and globally to remember,
seek out, and serve our neighbors**

Rather than a focus on survival and maintenance, the congregation has a clear, active, faith-based mission and outreach vision and plan that extend beyond the church walls. The congregation uses effective fact-gathering methods to find an appropriate niche in local and world outreach, to maintain an awareness of needs, and to implement responsive actions. Within the congregation, there is a commitment to social justice and action. Actions are need-oriented, have cultural relevance, are practical and diverse, and serve the people in the identified need area. Members have a sense of being in mission, have an outward orientation toward neighbors around the church and in the world, and are engaged in intentional service to meet identified needs. The congregation recognizes that *evangelism* spreads the knowledge of God and the saving grace of Jesus Christ and the leading of the Holy Spirit is driven by Christ's commands, is active and visible, and includes the development of new congregations. Members understand evangelism and have an ongoing willingness to participate. Members are encouraged to share their faith with others, particularly those who are inactive or who are lost. The congregation provides appropriate education to equip members for outreach and discipleship service.

GROWTH—increasing participation, attendance and membership

The members, boards, pastor(s), and staff of the congregation have a positive attitude toward growth. There is an intentional process leading to growth. The congregation recognizes the need to facilitate spiritual experiences for newcomers and to build believers who love God, who acknowledge the saving grace of Jesus Christ, and who serve their neighbors in the community and wider world. The congregation acknowledges changes in culture and society and responds positively and appropriately. The congregation recognizes the need to attract and retain new families, young people and children. There is a continuing willingness to reach out to the community with an ongoing attention to non-members in the community. The congregation recognizes the potential within its neighborhood and adjusts plans to widen its reach. There is an ongoing process for making the presence of the congregation and its ministry known so as to attract visitors and potential new members. An intentional greeting ministry exists and there is a genuine welcoming of visitors by all members. New member classes are conducted to provide an understanding of church membership and expectations. There is open accessibility and intentional inclusion which ensures a sense of belonging and makes room for new member participation. All members make it a point to meet and know new members. Within the congregation there is a supply of shepherds who help to inspire involvement within the whole church and within groups. The congregation takes into account the widespread location of members in developing and implementing congregational opportunities for participation and service. The results are a wider range of ages within the congregation, a strong desire by members to participate, and a stable or increasing level of participation.

LEADERSHIP—ensuring wise direction, administration, and accountability for the community

There is strong, effective leadership by the pastor and boards that is team oriented, empowering, inspiring, strategic, and risk-taking and which sets and leads the direction of the congregation toward becoming and remaining healthy. The pastor's skills have been matched to the real needs of the congregation. The pastor's leadership style results in positive relationships between clergy and laity and between the official boards and the congregation. All members have access to leadership. Board members are active participants in the congregation's offerings and understand the real needs for mission and ministry. The congregation has an efficient process for identifying and evaluating needs, developing approaches, and making decisions. There is transparency and honesty in decisions and actions; and, communication is open so that everyone has the same information. Existing and new lay leadership resources are nurtured and developed. Servant leadership development exists to cultivate leaders and members. Pastors identify and lead those individuals who show potential for becoming ministers of the Gospel. There is a continuing process for conferring leadership responsibility to a wider group of members including younger members; and, new leaders are encouraged and supported in their positions. Members exhibit a responsibility for the congregation, its fellowship and its outreach, understand and support the priorities and directions set by leaders, and actively participate as leaders and workers.

WORSHIP—proclaiming God’s Word through scripture, preaching, music, and sacrament

Worship is the center of congregational life. The pastoral leadership ensures a genuine worship experience that is God-exalting, Spirit-filled, vital, inspiring, meaningful and nourishing. Excellence is sought in every aspect of worship practices. The corporate worship service fuels ministry, spiritual growth and commitment. The worship program fits the nature of the congregation and its schedules, may include active lay leadership, and satisfies members’ needs. Worship includes a well-chosen liturgy, appropriate music, congregational singing, and persuasive, expository, biblically-based preaching applicable to members’ lives. Generational preferences are understood and incorporated. Diverse approaches to worship may be used to include new forms, words and music for expressing faith. Worshippers feel included, valued, nourished, taught, prayed for, and uplifted; and, there is an atmosphere that exudes warmth. Member participation is stable or increasing.

COOPERATION—bringing church members into greater harmony with one another to build community

Within the congregation, there is a spirit of community and mutual love and a caring about one another. The congregation operates as an authentic community with a strong and growing sense of belonging. The congregation is more concerned with people than with its institutions and emphasizes developing significant relationships within the congregation which are caring, loving, and nurturing. Although members have their own needs and care for themselves, each is aware of other members’ needs and shows compassion by focusing on others rather than self. Members know and act on why they are the church and are clear about how they function together. Members encourage and practice the inclusion of old and new members and are supportive of all members who assume leadership roles. There is a celebration of diversity and an acknowledgement that others’ ideas and participation have merit. Members practice mutual respect even during conflicts and are non-judgmental about differing opinions and individual characteristics. There is trust at all levels and members are capable of managing conflict to produce strengths. There is openness to understanding the full story before criticizing, to focus and act on the tough issues at hand, and not to dwell on past events or issues. Members acknowledge and accept their responsibilities within the community, refrain from placing blame, and seek to overcome their own discontent through positive thought and response. Members have a new sense of empowerment and cultivate unity and a shared congregational vision. Members feel free to involve themselves in congregational leadership and service. Members exhibit a teachable spirit directed toward understanding and participating in change. Members relate positively to their environment and participate in the congregation. Members practice personal Christian disciplines and follow church discipline.

STEWARDSHIP—the effective use of individual and community time, talent and treasure

Stewardship and generosity are nurtured. There is a positive approach for teaching, modeling and encouraging stewardship. A well-organized laity understands, demonstrates and uses total stewardship practices. Members are committed to support the congregation with time, talent and treasure and work to discover and develop their gifts of service and use them for ministry. Members are aware of, and appreciate, the spiritual gifts of members and the congregation; and, there are more than enough willing volunteers who use their time and talents for mission and ministry. Members understand the real needs for ministry and respond financially with ongoing support. There is financial stability and transparency and adequate resources and facilities for ministry. There is good stewardship of resources; and, the congregation understands and faces the costs necessary for change and growth.

MINISTRY—the processes through which we learn and grow as individuals and in community to care for ourselves and serve others

The congregation is committed to the agenda of God including a clear understanding of, and strong conviction about, the purpose of the church. The congregation is in tune with its identity (locally, provincially, and worldwide), and recognizes the things that it can do and do well. The organizational structure for ministry is functional, is created to facilitate effectiveness throughout the congregation and ensure success, and is consistently led by lay members. There is an openness to change, the ability to be flexible and evolving, and to be culturally connected internally and externally. The past is appreciated and honored yet the congregation understands that it must deal with the present and chart a path to the future. The congregation is committed to meeting the needs of both churched and un-churched people. The congregation has a clearly defined and member-owned vision, purpose and direction which include ongoing programs in one to three ministry areas for which the congregation has a positive reputation due to its strengths. Christian spirituality and growth are promoted and facilitated through systematic theological studies and the exploration of members' faith; and, there are intentional, ongoing actions to equip members for discipleship. Specific, effective programs exist for faithful and extensive pastoral care and lay visitation. Intentional programs are in place to support and care for parents, children and youth and to equip families to learn and minister to themselves. There are well-defined, focused ministries to meet older adult members' needs. An effective educational program for all ages is Biblically-based and teaches sacred stories and standards to help in living the Christian life. Intentional and ongoing prayer-centered ministries for the congregation, groups, and individuals give attention to the role of prayer, the practice of prayer, and the trusting of prayer. Smaller congregational groups including special fellowships are encouraged and exist where people can form deeper ties to one another and connect their faith with daily life. There are adequate opportunities for ministry and service by members of all ages and a commitment to participate exists; and, in developing and scheduling opportunities, the planners take into account the scattered nature of its members.

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APPENDIX VI

INTERSYNODAL CONFERENCE SURVEY RESULTS

Prior to the Intersynodal Conference, delegates were provided information on church health characteristics and were given an assignment to consider factors within their congregations. They were asked to complete a short form prior to the conference. At the conference, delegates were given time to complete a seven question survey. According to the PEC database, there were 319 delegates registered for the conference. We collected 249 completed survey forms (about 78% return based on 319 registrants). There was significant variation in how far the delegates got in completing the survey.

Question 1a: List up to six characteristics of congregational health (Growth, Worship, Cooperation, Mission, Focus on Relationship with Christ Personally and Cooperatively, Stewardship, Leadership, Ministry) upon which you would **focus** and how would you prioritize your resources across these?

The responses did not provide a definitive ranking for all eight characteristics except that a *Focus on a Relationship with Christ Personally and Corporately* was most frequently identified as first priority. The responses did group four characteristics identified as a top priority: Focus on Relationship with Christ Personally and Corporately; Growth; Leadership; and Mission. And, the responses grouped four characteristics that could be identified as a second level priority: Ministry; Cooperation; Stewardship; and Worship.

Question 1b: For each characteristic listed in 1a above, list at least one component of that characteristic upon which you feel your congregation needs to take action.

AND

Question 2: What specific action(s) would you undertake within your congregation on each of the identified components in 1b to enhance and/or improve your congregation's health?

The responses for Questions 1b and 2, characteristic and needed actions, have been combined since this provides a clearer appreciation of the responses. The responses are not listed in order of priority.

Focus on Relationship with Christ Personally and Corporately. All aspects of church life must be Christ-centered. We must be aware of God's presence and God's expectations and desires for congregations. We must listen to the Holy Spirit. We must have more use of prayer. We must have specific training focusing on Christian basics and the living a Christ-centered life. We must

share the message of Christ and provide more opportunities for people to accept Christ. We must be the body of Christ and work in unity. We must maintain a balance of grace and truth and address fears.

Worship. Worship attendance must include whole families. We need to incorporate alternative formats and styles including a mid-week service. We need to consider flexible formats that reflect congregational diversity. There must be a healthy balance between contemporary and traditional music. Preaching must focus on Christ in every sermon. We need to use congregational gifts in conducting worship and include fresh faces. Worship must be inclusive and warm.

Growth. We need to address decline. We need to communicate with those missed in church activities. Members must be more active and use talents; and we need to give members a better reason to get involved. Outreach to young families is needed. We need to address the difficulty in keeping youth. We must have increased visibility in the community including advertising. We must be recognized as a church that is visitor friendly by welcoming visitors and following up. Assimilation of new members is critical. We must recognize that change is required for growth.

Mission. We need a mission and outreach statement and plan. We must be focused rather than fragmented in our efforts. We are too focused internally within the congregation. We must be more concerned with outreach than fellowship. We must become aware of community needs and opportunities and strive for identity in community. Evangelism must be included in mission efforts. We need mission teams based on interest. We must cooperate with other churches in community.

Leadership. The pastor must be matched to congregational need. We need strong pastoral leadership including pastoral expectations in use of gifts. We must implement plans for clergy support. Lay leadership needs younger members who are accepted and included. We need more leadership to avoid overextension of a few individuals including term limits for identified leadership positions. We need to equip current and new members for leadership roles. We need boards who are positive examples to the congregation. Boards must be more pro-active boards and members need to be forward thinking and take responsibility. Boards must discuss concerns and the effectiveness of congregation. Leadership must be open to change, ensure transparency in decision-making and exhibit fluidity in actions.

Ministry. Congregations need a clear and concise identity of their mission and ministry. We need to make the church more visible. There is a genuine need to work on ministry in the church since cultural temptations are today's priority. There must be a concern for spiritual growth including diverse opportunities for achieving spiritual growth. Training must be appropriate for identified needs.

Discipleship training is critical. There must be Sunday School programs for all ages with qualified teachers and a strong emphasis on children and youth and particularly on adults.

Cooperation. We must center on Christ rather than on power, tradition, and control. We must develop a community that demonstrates love, support, and trust. We must be non-judgmental. We must eliminate backbiting and resistance to new ideas and change. We must engage in effective consensus building and conflict resolution including a willingness to discuss and resolve issues through healthy debate. There must be respect and appreciation for different views. We must demonstrate support for the pastor. We must accept diversity including generational variety. We must demonstrate better teamwork.

Stewardship. There must be a broader vision of stewardship and an understanding of its meaning including a year-round focus. We must be aware of God-given talents and develop a talent knowledge base. There must be a consistent use of gifts. There are too few supporting the church. Members must give regularly to church operations. We must live within our current means including asset allocation. We should consider better use of buildings that are often empty.

Question 3: What type of external resources and support would you need to ensure the success of these actions?

Responses varied from delegate to delegate depending on individual congregational needs; therefore, not all needs necessarily apply to every congregation. A recap of the significant types identified below are not in order of priority:

- Training and guidance from provincial-level agencies, held in close proximity to receiving congregations, that would help the local congregation in identified need areas such as evangelism, faith witnessing, ensuring the leading of the Holy Spirit, prayer, mission outreach, youth and children, older adult ministries, fellowship-building, small church growth, leadership, stewardship, communication, and discipleship;
- Help from successfully growing churches, interaction between congregations including regional opportunities, resource sharing, cooperation and ideas;
- Strong pastor who fits the congregation best with a preaching emphasis that fits the congregation, a pastor who leads and builds lay leadership, workshops to help pastors with issues, regularly established expectations for pastors including continuing education, a better call system including a plan for moving ministers;
- A library of available resources that are publicized, curriculum materials, a curriculum specialist and counselor;
- A process for conflict management and resolution that might include workshops;

- Training and guidance on worship including new styles, transition methods, and external resources;
- Outside consultants with appropriate, unbiased expertise, identified and available speakers on evangelism, mission work and worship;
- More provincial leadership, guidance, and action from the PEC including more contact with the local congregation and their activities through regular visits, a consistent vision for the province, strong support for ministries and requirements, continued congregational review, and a PEC review of ministers;
- A willingness for church leaders to meet together;
- Province-wide advertising, promotion and publicity on the Moravian Church including newspaper articles;
- Ways to ensure additional financial resources at the local congregation for programs and operating expenses.

These responses indicate that members recognize that help is needed in implementing actions to improve their congregations. It was interesting to note several responses that helped us to understand some of the current issues. One response indicated that they "do not need help as we do not seek out new members." One indicated that they "needed no external resources since everything is totally internal." Another said, "If I knew what external resources were needed, I would try it." One said, "I don't know -- help!" And another said they would "use provincial resources as needed."

Question 4: How would you measure success?

Answers varied by delegate and were expressed in a variety of ways. The examples below give a basic idea of how delegates felt success should be measured.

Quantitative measurements included:

- Increase in the number of new members, visitors, and families with children and youth.
- Increase in attendance at worship, Sunday School, and other congregational activities.
- New participants in music, ministry and outreach, small groups, and projects.
- Financial improvements in giving and budgeting.
- Increase in new mission projects and trips.
- Number of new lay members becoming involved in leadership roles.
- Number of board members involved in more than board meetings.
- Specific results from helping to meet community needs.

Some measurements were more subjective and would have to be measured non-numerically:

- Obstacles to health that are removed including reflections of what will work and not what once worked.
- Specific improvement in committee functioning and contributions.
- Noticeable reductions in rancor and backbiting and hard feelings including the willingness and openness to discuss all issues.
- Improvement in pastoral leadership, accomplishment of pastoral duties, and contribution to community-building.
- Effectiveness of congregational communication so that all people know what is going on.

Question 5: How would you want to structure needed external resources and support to interact with your congregation and help you?

There were a variety of responses expressed in differing ways. The following give the significant approaches:

- Leadership working with the congregation including working with and through committees.
- The boards working with the pastor to design needed resources and support.
- More regular visits from provincial staff and more discussion of a congregation's particular needs.
- Guidance from the PEC and provincial staff.
- Development of programs from successful churches in an area and have them offer training.

Several respondents noted that some of the most rewarding projects have been done in collaboration with other congregations; and, having regional or clusters would be helpful and would help develop relationships between congregations.

Question 6: Are there situations in which the greatest benefits can be achieved by cooperating with other congregations and combining resources?

Basically, most people felt there would be some values such as building relationships, sharing programs like music, youth, and special training, and spreading costs across more than one congregation. They felt that common interests could be explored, that special expertise could be shared, and that it could reduce duplication of effort. Others were not sure this would be of benefit and observed that each congregation has its own personality and "dances to its own drummer." Some felt that the distance between Moravian congregations could cause coordination problems; however, they felt that cooperating with churches of other denominations in their area could help, particularly in becoming better known in the community.

Question 7: Is there additional input in any other area that you would like to provide?

The following are the significant things that were not identified in other responses:

- We must be clear about who and what we are for improvement to happen.

- The age of a congregation is a factor in growth, leadership, stewardship and openness to ministry and mission.
- Pastors can offer a variety of gifts to develop healthy congregations if not stuck in one mode of operation.
- We need a new standard to emphasize the importance of servant leadership by professional staff, teaching clergy, and other professional staff to help them understand that they are not the CEO's of a corporation, but members, brothers, and sisters along with their congregational members.
- There was a concern that there is no provincial or congregational way to hold pastors accountable for professional development. Most professions and other denominations have annual continuing education requirements and ways to give annual constructive feedback with designated action items for the professional to take. Instead our pastors get automatic pay increases regardless of how well they are doing.
- Growth is a relational issue that depends on cooperation and ministry, that is, a church grows out of strong member relationships and dynamic ministries. A congregation that is very diverse needs to integrate all members into the ministries.
- One person questioned the methodology of defining goals and success because it limits openness to the leading of the Spirit due to believing false suppositions. And, in the same sense, another said that if people are growing in their relationship to God and each other – with what God desires as their focus – all the other things in the list will take care of themselves because our heart, our motives, our desires will all be focused on the main thing.
- Each congregation should have the freedom to express itself very differently according to how God has gifted that body of believers.

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APPENDIX VII

ADDITIONAL IDENTIFIED ISSUES

1. Financial capability

What is the level of financial support within congregations? How does this impact a congregation's ability to meet local requirements and at the same time provide support to the provincial level. Do we have processes in place to help this issue?

2. Budgeting process

Current Budget Process

Expense assumptions are developed by Treasurer. Agency input is requested from agency heads. Review, refine, aggregate budget needs during three month period to prepare submission to PFB. PFB reviews and approves a total budget. Stewardship dinner is held where the budget is presented to local congregations. Question: How does the above fit into the “budget” worked on and approved by Synod only once every four years?

Proposed Budget Process

Capacity for ministry: Treasurer presents estimate of revenue available to fund provincial ministries to PSS. Link to strategic direction: PEC, working with BCM, determines priority list of consulting ministries. Ministry cost assessment: BCM and PSS determine cost needed for each consulting ministry. BCM and PSS presents to PEC. Ministry plan adopted: Based on the capacity of the province to fund, PEC selects by priority the ministries to be funded for the budget year. Communication: PEC communicates to BCM and local congregations the Ministry Plan for the province for the budget year. Questions: How are salaries, benefits, and other operating expenses for non-BCM entities established and incorporated into the budget as is done in the current budget process? How are monies from special endowments and funds included, particularly if currently established under existing organizational structure? How does the proposed budget process get linked with Synod participation in a “vision” type budget for the four year period? Should there be an advisory

group each year to examine the proposed budget and “pass” on it without prejudice?

3. Share allocation

It is recommended that a better financial share allocation method be developed. The current method is based on the assumption that the churches within the province continue to grow or that member giving is stable. A new formula is needed that encourages congregations to take reasonable risks to grow ministry that will help insure long term growth and stability. Share allocation improvements should not be made upon any premise other than it is the responsibility of members to contribute to the work of the church. The allocation process should not excuse congregations from having good stewardship processes.

4. Trust

There are serious trust issues at multiple levels in the province – clergy, church, agency, PEC. Issues and factors which are causing trust problems need to be identified and listed. Without these, it will be difficult for any group addressing this problem to understand what is involved. The workshop members identified the underlying issue of trust as a major theme. It is hard to address with specific results, but need to acknowledge it. We need to demonstrate how to deal with it in every interaction ... including setting expectations of trustworthy behavior from all (trust is two-way...as is communication. Addressing and resolving conflict and differences head on will help over time.

5. Call system

The call system does not appear to meet the needs of the province, based on the difficulties of matching the right clergy to the right congregation. The call system appears not to be as effective today as in prior years. The minimum pay scale has definite impact on congregational health issues and congregational actions and work with the province. Does this hamper matching pastors’ skills with congregational needs? The call system is being looked at by the PEC but results are not finalized. An unintended consequence of the minimum pay scale for ministers is that matching congregational needs with minister skills has become more difficult due to affordability issues of the congregation with more tenured ministers.

6. Conflict resolution

The amount of time currently being spent on conflict resolution, while important and healing, often detracts from the ability of the province to move forward effectively and quickly with ministry and mission. What

are some of the issues and factors that are causing conflict? How could they be addressed? We fail to be open and honest about differences of opinion and dissimilarity among members. We are unable to manage conflict effectively (avoidance). There are some ministers who operate with too much autonomy.

7. Confidential system

The PEC is looking at a definition of confidential system. Does this impact our structure and recommendations and how?

8. Provincial election process

Current elections focus more on name recognition, rather than matching individual qualifications and board and agency needs. More than an interest in the ministry is needed for selecting nominees. The province is better served if elections are driven more by an open election considering individual qualifications. The current election process assumes delegates know possible nominees so well that name recognition alone is adequate. There is a precedence from the 2002 Synod in which, after several ballots for PEC Layperson, the Synod voted to have biographical sketches prepared and distributed for those names currently in the vote. The provincial election process for Bishops should remain without nomination. What is the process for electing MCSP members for boards and agencies outside the provincial structure?

9. Staff election to boards

Provincial employees have excessive time commitments for their jobs alone. Certain provincial boards require significant time commitments. As a matter of personal and professional fairness to provincial staff, it is strongly recommended that employees of provincial boards and agencies be considered ineligible for elections to agencies and boards within the province. This removes the perception and concern for role confusion or conflict of interest. It also allows the employee to devote full time and attention to the job for which the person was employed.

10. Book of Order

Rewrite the Book of Order. Use this opportunity to clean up the Book of Order. Appoint a task force to create a simpler document with clear, precise language. Individuals should be knowledgeable in liability law, non-profit governance practices, and customs and practices of the MCSP. Remove items best suited for policy/procedure manuals and place them in the appropriate document. This becomes an absolute requirement if structural recommendations are accepted and implemented.

11. Policy and procedure manuals

The consistent lack of written documentation of process, procedure and practice was noted. This is different from the lack of a well-documented Book of Order. Written process and procedure manuals are helpful in insuring consistency in actions but should not be a barrier if the unexpected occurs.

12. Non-Profit Status Consideration

It is recommended that the PEC appoint a task force to look at the feasibility and benefits of creating separate corporate entities and 501C-3 structures for all affiliated entities of the MCSP. This should address the risk concerns for provincial entities.

13. Salem Congregation

Based on comments and feedback received during the task force's process, the role and relationship of MCSP and Salem Congregation should be evaluated. Factors: Salem Congregation has defined responsibilities as a separate legal entity; Salem Congregation is left out of the Provincial budget process; Salem Congregation is simply asked for 50% of the Archives operating cost; what are the rights and privileges of Salem Congregation as it relates to the operations of the MCSP; where do specific needs of 12 churches in Salem Congregation fit that are perhaps covered by other requirements; Salem Congregation provides 50% for archives budget -- is this an overlap that is double line for 12 churches' contributions; when does Salem Congregation overlap in Provincial administration operations.

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APPENDIX VIII

SUCCESSFUL ORGANIZATION CHARACTERISTICS

The workshop on organizational design and management included a review of specific characteristics needed in successful organization. For each of these characteristics, the task force identified specific issues existing with the current provincial administration and developed future needs that must be met in any organizational change. Listed below are the characteristics and the issues and needs.

- **Clarity of Purpose.** The defined purpose of each organizational entity must be unique and be aligned at all levels with the common strategies and priorities established for the organization.
 - Issues relative to clarity of purpose included:
 - ✓ No common 'owned' understanding of identity and mission.
 - ✓ Autonomous units (agencies, congregations, etc.) drive their own mission and agendas.
 - ✓ Decision-making process at Synod is not 'directional' or in sync with mission, purpose, and priorities.
 - ✓ No sense of belonging to the greater whole.
 - ✓ No common sense of identity and recognition of who we are and what the experience of God is in our communities.
 - Characteristics of purpose which must exist in the future are:
 - ✓ There must be a clear strategy and mission.
 - ✓ Membership must be able to clearly and consistently articulate who we are as Moravians.
 - ✓ We must establish a strategic plan for the province involving Synod and PEC that focuses on mission, growth, and stewardship.
- **Clarity of Roles and Responsibilities.** The established role and responsibility of each organizational entity must be unique, not overlap with other organization entities, and focus on critical activities.
 - Issues identified relative to clarity of roles and responsibilities included:
 - ✓ Vital, energetic pastoral leadership is lacking.
 - ✓ Involvement of members is low.

- ✓ Need to strengthen stewardship emphasis and education.
- Characteristics of roles and responsibilities which must exist in the future are:
 - ✓ Assure that provincial leadership knows and understands their roles and responsibilities.
 - ✓ Assure that roles and responsibilities tie to overall purpose.
- **Clarity of Accountability.** The accountability of each organizational entity must be defined to ensure established expectations for performance are set, measures based on strategies and priorities are identified, and results are reported, reviewed and met.
 - Issues identified relative to clarity of accountability.
 - ✓ Failure of leadership to set goals, hold others and selves accountable for behaviors and results.
 - ✓ Lack of clarity of organizational accountability including Unity instructions.
 - ✓ Balancing feeling with action
 - ✓ Pastoral leadership
 - ✓ Connectedness of all provincial ministries.
 - ✓ Failure to ask for commitment and set expectations.
 - Characteristics of accountability which must exist in the future are:
 - ✓ Evaluate leadership roles to assure expected results are achieved.
 - ✓ Measure provincial results based on strategic goals that are set.
- **Clarity of Thought and Action Discipline.** Each organizational entity is focused on identified strategies and priorities, avoids actions which are not needed, balances skills and resources to effectively and efficiently meet required results, and, intentionally measures outcomes.
 - Characteristics of thought and action disciplines which must exist in the future are:
 - ✓ Intentionally measure the outcomes of previous Synod direction.
 - ✓ Recognizing that differences are healthy and enriching.
 - ✓ Work toward a common mission and purpose in all actions.
- **Clarity of Open Communications and Trust.** Leadership, including all clergy, are involved in fluid and open communication, regular forums for communication and maintenance of trust are in place, and all remain properly informed.
 - Issues relative to open communications and trust included:

- ✓ Inability to manage conflict.
 - ✓ Failure to be open and honest about differences.
 - ✓ General lack of trust across the system.
 - ✓ Clarity helps build trust. Without trust there cannot be clarity. Fear comes from mistrust and mistrust comes from not knowing each other.
- Characteristics of open communication and trust which must exist in the future are:
 - ✓ Leadership, including all clergy, are involved in establishing purpose in order to assure commitment to a common purpose.
 - ✓ Regular communication forums are in place and are used.
- **Other characteristics**

Three additional characteristics exist for effective organizational performance and results. Although necessary for success, these are more directed at individual and entity methods of operation rather than specific organizational structures.

- Acceptance. Purposeful enough to give things time to work, while assuring appropriately speedy responses to specific needs.
- Commitment. A willingness to support and participate.
- Agility. The state of being quick-moving, nimble, active. Agile enough to respond to changing needs, without disrupting established values and policies.

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APPENDIX IX

**FINAL COMPONENT CHARACTERISTICS
(COMPOSITION, PURPOSE AND ROLES AND RESPONSIBILITIES)**

CONGREGATIONS:

PURPOSE:

A congregation is a Christian community in which individuals can respond to the love of God in Jesus Christ by growing in their love of God, in their discipleship as followers of Jesus Christ, and in their love and service toward others.

ROLES AND RESPONSIBILITIES:

- Develop within its life the characteristics of a healthy congregation, including implementation of the characteristics of a healthy congregation, implementation of the strategies determined by Synod, and meeting the resulting goals and objectives developed by the PEC.
- Actively participate with other Moravians provincially and in the Regional Conferences of Churches.
- Actively serve in the community and with the wider church.
- Seek to fulfill its purpose, role and responsibilities by supporting the efforts of Pastors and lay leaders.
- Pastors and representatives to the Regional Conference of Churches have the responsibility of fostering the active involvement of their members in the life of the province and of the Regional Conference.
- Members of the congregation are called to participate actively in opportunities for worship, study and service in the congregation, region and province, supporting the ministry of the church through providing time, talent and treasure.

PROVINCIAL SYNOD:

PURPOSE:

The Synod is the constitutional organization established by the Unity as the governing body and highest authority in the Southern Province, Moravian Church in America.

ROLES AND RESPONSIBILITIES:

- Ensure that the principles of the Unitas Fratrum, as laid down by the Unity Synod for constitution, doctrine, worship and congregational life, are maintained in the province.
- Maintain oversight of the temporal and spiritual affairs of the province and its congregations including a focus on healthy congregations.
- Legislate rules and regulations for the Synod, Province, and congregations.
- Evaluate the status of the province and its congregations based on established direction and results.
- Ensure an up-to-date vision for the province.
- Establish the strategic direction, goals, and focus of mission and ministry for the province.
- Elect members of the Provincial Elders Conference, Bishops, delegates to Unity Synod, and members of interprovincial and external institutional boards.
- Act as the final court of appeal for individual members, congregations, institutions, and boards of the province.

PROVINCIAL ELDERS' CONFERENCE (PEC):

COMPOSITION:

- Chaired by a President elected by Synod.
- Three (3) clergy elected by nomination at Synod (increase of one (1))
- Three (3) laypersons elected by nomination at Synod (increase of one(1))

PURPOSE:

To provide priority-based leadership of all church ministries and administer the polity of the province.

ROLES AND RESPONSIBILITIES:

- Implement strategic directives of Synod and set plans and priorities for the Board of Cooperative Ministries.
- Administer the call process and appointment procedures.
- Develop relationships with, and oversee, congregations including Quadrennial Reviews.
- Provide Conflict Management support as needed.
- Make appointments to boards/commissions/committees/task forces.
- Supervise and manage the day-to-day operations of the Province.

- Oversee Board of Cooperative Ministries (BCM) and Provincial Support Services (PSS).
- Oversee Unity and ecumenical relationships.
- Oversee candidacy and clergy development.
- Oversee planning and preparation for Synod.
- Oversee new church development.
- Approve the Provincial Budget.
- Allocate available financial resources of the province based on Synod priorities.
- Approve financial forgiveness.
- Manage, report and communicate progress and successes from Synod directives.
- Communicate with Bishops' Conference.

BOARD OF COOPERATIVE MINISTRIES (BCM):

POTENTIAL COMPOSITION:

- Chair elected by the BCM Board
- PEC President as ex-officio member
- One (1) representative selected by each RCC
- One (1) member appointed by the PEC for each RCC representative

PURPOSE:

To provide support to congregations and RCC groupings to develop and maintain a high level of health and growth.

ROLES AND RESPONSIBILITIES:

- Oversee the development and implementation of specific plans set by the PEC for ministry and direction.
- Recommend to the PEC staffing needs, including staffing structure, as well as professional staff for call and appointment.
- Recommend to the PEC special commissions, committees and task forces (including recommendations for appointment).
- Measure and report to the PEC effectiveness and results of plan implementation and action.
- Promote, facilitate and assist as needed in the identification and use of gifts of ministry at the congregational level.
- To maintain a high level of effectiveness of the staff charged with assisting congregations, RCC groups, and leaders in general within the province seeking to foster congregation health and growth.

PROVINCIAL SUPPORT SERVICES (PSS):

COMPOSITION:

- Chair elected by PSS Board
- PEC President as ex-officio member
- Two (2) additional members of the PEC
- Two (2) members from the BCM
- Two (2) at-large appointments by the PEC

PURPOSE:

To provide ancillary services (Financial, Human Resource, Archival and Risk Management) to all organizational levels of the province.

ROLES AND RESPONSIBILITIES:

- Oversee the coordination of support for ancillary services to all organizational levels of the province.
- Provide analytical support for measuring results.
- Monitor the financial health for MCSP providing information to PEC and BCM.
- Assess financial health of churches and cooperative ministries.
- Evaluate and recommend action on financial forgiveness requests from churches.
- Assist PEC in allocation of financial resources to cooperative ministries based on realistic church share expectations.
- Monitor compliance and address issues regarding human resources, financial audits, operating risks and legal risk.
- Provide oversight to the benefit(s) plan(s).

Treasurer's Office

Purpose:

To provide financial services and support to all organizational levels of the province.

Roles and Responsibilities:

- Provide financial services to provincial entities of the MCSP.
- Be a resource for churches for all accounting matters.
- Assist churches in the preparation of request for financial forgiveness.
- Assist the PSS as needed in tracking support for measuring results of provincial goals.
- Support the financial monitoring request from PSS for the MCSP.
- Serve as liaison for the MCSP with contract services

Operational Support Provided by:

- Other special purpose committees as needed such as the Pension Committee.

Human Resources

Purpose:

To provide Human Resource services and support to all organizational levels of the province.

Roles and Responsibilities:

- Ensure compliance with all Human Resource regulatory requirements.
- Be a resource for churches and the province for all human resource matters.

Operational Support Provided by:

- Special committees as needed such as Compensation and Benefits Committee.

Archives

Purpose:

To provide Archives services and support to all organizational levels of the province.

Roles and Responsibilities:

- Receive, preserve and interpret MCSP records.
- Assist in research on the Southern Province and the Moravian Church.
- Provide historical background and theological guidance, as needed.
- Translate(s) material for use as publications, articles, books, and lectures.
- Maintain library of research materials for MCSP.

Operational Support Provided by:

- Archives Commission

REGIONAL CONFERENCE OF CHURCHES (RCC):

COMPOSITION:

- One (1) minister from each congregation as ex-officio member
- Two (2) lay members selected from each congregation

PURPOSES:

To enable communication, build unity and expand community throughout the MCSP in order to contribute to the growth of healthy congregations.

ROLES AND RESPONSIBILITIES:

- Facilitate better communication within the province and among congregations.
- Serve as a resource for input to the BCM on local congregation's needs and perspectives in order to enable the BCM to provide practical and professional help.
- Promote ownership, interaction and participation in shared ministries as defined by Synod priorities and direction.
- Promote sharing of strengths, gifts, assets and best practices of each congregations.
- Identify and facilitate connection for initiatives arising across the Conference's churches
- Identify and recommend candidates for provincial appointments and assist in their recruitment.

AFFILIATED BOARDS:

PURPOSE:

To provide direct oversight for approved affiliated ministries.

ROLES AND RESPONSIBILITIES:

- Direct oversight of all aspects of the affiliated ministry.
- Direct supervision of the director of the affiliated ministry.
- Responsible for sound financial operations of the affiliated ministry.
- Responsible for the integrity of operations of the affiliated ministry.
- Seek assistance from BCM and PSS as needed.

CURRENT AFFILIATED BOARDS INCLUDE:

- Laurel Ridge
- Sunnyside Ministry