

**EVERYTHING YOU
WANTED TO KNOW
ABOUT CHURCH**

Committees



NC BAPTISTS

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ORIENTATION AND TRAINING FOR CHURCH COMMITTEES

A paraphrase of Proverbs 22:6 for church committee work might read, Train committee members in the way they should go, and the church will not depart from its mission. Effective training for church committees provides these benefits for the church:

- Wise use of the church's resources
- Improved congregational morale
- Visionary ministry
- Effective administration
- Happier committee members

Training for church committees is a synergetic effort. The church's staff, the congregation, individual committee members, and committee chairpersons all work together in the training task.

The Church Staff's Role in Committee Training

The church's staff performs 10 vital roles in the committee orientation/training task.

1. **Provide a model for church committee members.** What would a pastor or minister of education's job be like if there were no church committees? Someone reading this question might be tempted to think, *Wonderful! or I would have more nights at home.* Really? Would the absence of church committees make your work wonderful? Would you really have more nights at home? Probably not, because you would be doing everything yourself. As a pastor or staff person you provide a model for church committee members. When they know you value their efforts, they are motivated to do better committee work.
2. **Overview the church's vision/mission and how the church's committee structure contributes to accomplishing the vision.** The work of any church committee should contribute to accomplishing a church's vision or mission. Otherwise a lot of activity takes place and there is nothing to show for it. A vision enables a church staff team to lead church committees to dream, to be focused, to accept change, to be productive, and to function with confidence.
3. **Be a resource person.** A job description for the pastor and staff can be found in Ephesians 4:12: "to prepare [equip] God's people for works of service" (NIV).¹ But what skills are necessary before staff members can actually say they really are equippers? In other words, are you equipped to be an equipper of your church's committees? The key is becoming a resource person. You must be knowledgeable of the issues that will be faced by the church's committee, and you must be knowledgeable of the resources available to assist committees in their work.

¹ From the Holy Bible, New International Version, copyright © 1973, 1978, 1984 by International Bible Society. Subsequent quotations are marked NIV.

4. **Master leadership skills.** Effective leaders should master leadership skills such as planning, organizing, team building, delegating, motivating, managing change, and communicating. These skills are learned through personal study and by attending seminars.
5. **Be intentional in enlisting committee members.** The church members God has sent to your church are not there by accident. God gives the right people to help the church carry out its mission. The enlistment of committee members needs to reflect an intentional effort to use the skills and talents God has placed in the church body. The quality of the enlistment process maximizes the committee training provided.
6. **Be a good administrator.** No amount of training can overcome poor committee administration by the church's staff. Administrative tasks include designing a committee handbook, coordinating committee meetings, developing committee policies, and budgeting for committee work.
7. **Be alert to the need for changes in your church's committee structure.** Because a pastor and staff work daily on the church's ministry functions, often they are the first to detect the need for changes in a church's committee structure. Training and communicating with committees is cumbersome when the church has either too many or not enough committees.
8. **Communicate with committees.** The communication loop includes pastor and staff, committee members, committee chairpersons, other committees, and the congregation. Consider building a series of shelves/mail slots/modules/racks that will become the communication center for the church's committees. Committee related mail that comes to the church can be placed in the appropriate committee's mail slot. Printed information needed by all committees can be placed in the modules. For example, if the personnel committee is considering a decision that affects the work of the stewardship committee, that information can be placed in the stewardship committee's mail box. Committee training and orientation sessions should include an explanation on how to make use of the communication center.
9. **Encourage, motivate, and provide ideas for committee members.** The pastor's or a staff member's presence is a form of training. As staff members participate in committee work, they encourage, motivate, and provide ideas for committee members.
10. **Pray for committee members.** Through prayer God builds people, challenges our vision, supplies our needs, removes obstacles, and makes us sensitive to one another's needs. Prayer changes committee work from paperwork to people work and from management to ministry.

The Church's Role in Committee Training

The larger congregation plays a role in the orientation/training of church committees.

Every committee deserves a budgeted amount of money for its work. The church should schedule its training/orientation of church committees ahead of its time period for budget development. In this way, committees can plan their work for the coming year and know how much money to request. The "Committee Projects Plan Sheet" can be used as a starting point for committee budgeting.

Committees need policies to know how to do their work. How does a committee request budgeted funds? How is child care for a committee meeting arranged? What process should be followed when

reporting to the church? If a committee member resigns, how is the vacancy filled? Policies answer these and similar questions.

A committee handbook is a vital tool for training/orienting church committees. The handbook could contain a listing of all church committees and their duties and the church's policies and procedures related to committee work. A committee functions on behalf of the church. A church that expects committees to report on their work holds committees accountable for effective work. In your orientation of church committees, show them how to use the "Committee Report Form."

Sometime during the church's program year, each committee should complete the "Year-End Report Form." A compilation of this form from each committee gives the congregation an idea of how well the various committees are performing their assigned work.

The Committee Member's Role in Committee Training

What role do individual committee members play in their own orientation/training? As committee members demonstrate personal commitment to the church's vision and goals, they focus the work of the committee toward accomplishing a mission. The committee handbook, mentioned earlier, is an excellent tool for helping committee members understand their assignment. At least one general committee orientation/training event, preferably prior to the budgeting cycle, should be offered each year for all committee members. During the year additional training can be provided for selected committees.

Attending committee meetings, participating in discussions, hearing the opinions of other committee members, and accepting assignments are ways of demonstrating accountability.

Committees represent the church but do not speak for the church. Committees only make recommendations or proposals for the congregation's consideration. Occasionally, a committee might carry out a congregational directive. Committee orientation/training sessions should highlight the polity at the heart of the congregational form of church government. See *Southern Baptist Polity at Work in a Church* for further details about Southern Baptist polity.

The Committee Chairperson's Role in Committee Training

The most important person on a committee is the chairperson. If the chairperson performs inadequately, the work of the entire committee suffers. Just as an automobile driver causes a car to move forward by pressing the gas pedal, so the committee chairperson acts as the driver for committee actions, moving the group forward by his or her leadership.

Teach committee chairpersons how to plan a meeting agenda, how to make physical arrangements for a meeting, how to facilitate open discussion, how to keep a meeting on track, and how to perform follow-up actions. Encourage committee chairpersons to use the "Committee Meeting Plan Sheet."

The chairperson functions as the cheerleader for training events. Chairpersons who are enthusiastic about training motivate fellow committee members to participate in training events.

Training Suggestions for Specific Church Committees

Most of the following orientation/training suggestions are designed to be used during one or two orientation sessions of several hours each. In most cases the committee chairperson can lead the

orientation/training session suggested. A few of the ideas suggested will require more than one or two orientation/training sessions.

For some specific committees, special training needs are noted. Additional ideas for orientation/training of church committees and suggested committee projects can be found in the August issue of *Church Administration* magazine each year.

Church Baptism Committee

1. Review for committee members the duties and responsibilities of the church baptism committee.
2. Perform a physical inspection of the church's baptistry, baptismal robes, and baptistry supplies (towels, handkerchiefs, and so forth). Note repairs needed or new items needing to be purchased. Make budget requests accordingly.
3. Ask the pastor to meet with the committee to share his ideas regarding how the committee can best assist him with the following baptismal procedures:
 - Notifying candidates of scheduled baptism dates
 - Arranging for instruction of baptismal candidates
 - Assisting during actual baptisms
 - Suggesting ways to improve the church's baptismal services
4. Use the inspection of baptismal facilities and supplies and the discussion time with the pastor to develop a list of projects for the year.

Church Benevolence Committee

1. Review for committee members the duties and responsibilities of the church benevolence committee.
2. Review the church's benevolence policies. Evaluate the policies for suggested revisions.
3. If the church has no benevolence policies, lead the committee to develop benevolence policies to recommend to the congregation. Items for policy statements include:
 - The amount and frequency of assistance given and to whom given
 - A process for channeling information about persons needing assistance
 - A process for helping persons who request assistance
 - Guidelines for working with community agencies and other groups in the church
 - Investigating the accuracy of requests for help
 - Confidentiality issues when reporting to the church
 - Maintaining records of persons helped
4. Develop a recommended benevolence budget for the coming year.

Church Committee on Committees

1. Review for committee members the duties and responsibilities of the church committee on committees.

2. Using the material found in chapter 2 of *Church Officer and Committee Guidebook, Revised*, evaluate your church's current committee structure.
3. From this evaluation make recommended changes, additions, or revisions to your church's committee structure.
4. Using the material found in chapter 9 of *Church Officer and Committee Guidebook, Revised*, evaluate your church's committee policies and procedures.
5. From this evaluation make recommended changes, additions, or revisions to your church's committee policies and procedures.
6. Discuss your church's committee enlistment process. Brainstorm ways to improve this process.
7. List current committee vacancies. Suggest names of persons to fill the vacancies. Make assignments to members of the committee for contacting these persons regarding their willingness to serve on a committee.
8. Schedule meeting dates for the coming year.

Church Flower Committee

1. Review for committee members the duties and responsibilities of the church flower committee.
2. Review your church's policies and procedures for obtaining, arranging, and disposing of flowers for worship services and sending flowers to the sick and bereaved and other situations. Make recommended revisions.
3. Develop a calendar of dates when flowers will be needed during the coming year. Note special occasions.
4. The committee may wish to invite a floral designer from a local florist to:
 - View the church's facilities and make suggestions for enhancing the beauty of the facilities with floral arrangements
 - Teach committee members basic floral arranging techniques
 - Suggest ways to maximize money budgeted for flowers
5. Develop a recommended budget for the coming year.

Church Food Service Committee

1. Review for committee members the duties and responsibilities of the church food service committee.
2. Review the church's food services policies and procedures. Make recommended revisions.
3. Review the church's current offering and coordination of food services. Recommend needed changes.
4. Inspect the church's kitchen facilities, equipment, and supplies. Note items needing to be repaired, replaced, or purchased.
5. Develop a recommended food services budget.

Special Training Needs

Churches with paid food service personnel typically offer a greater variety of food services than a smaller church using volunteers. For this reason, specialized training concerns arise.

- If your church has a paid food service director who supervises or oversees the work of other paid workers, provide skills training for the food services director in the areas of management and supervision. Many community colleges offer one-day or one-evening seminars on these subjects.
- Food service workers need training in menu planning. Today's health-conscious church members may prefer menus offering foods lower in cholesterol and saturated fats. A dietician from a local hospital could provide suggestions for planning more health-conscious menus.
- If your church employs paid food service workers, the church's personnel committee and the food service committee will need to work together in dealing with employment issues and wages and benefits plans.
- When orienting or training the food service committee, give attention to financial policy matters. How are charge accounts set up with suppliers? Who handles the money received from meals provided? Who is authorized to make purchases of needed equipment? Will monthly financial statements of the church's food service operation be provided?

Church History Committee

1. Review for committee members the duties and responsibilities of the church history committee.
2. Discuss current methods of gathering, preserving, and storing church historical records. Are these methods adequate? Do new procedures need to be in place?
3. Will there be events during the coming church program year that have historical value? If so, what will be the committee's role in these events?
4. Consider how church members are made aware of historical records and other items that have been preserved. How can historical preservations be used to help church members gain appreciation for the church's heritage? How can these items be used in orientation of new church members regarding the church's history?

Church Lord's Supper Committee

1. Review for committee members the duties and responsibilities of the church Lord's Supper committee.
2. Perform a physical inspection of the church's Lord's Supper supplies, serving sets, tablecloths, and other items. Note repairs needed or new items needing to be purchased. Make budget requests accordingly.
3. Ask the pastor and/or deacon chairperson to meet with the committee to share ideas regarding how the committee can best assist with the Lord's Supper observances.
4. Use the inspection of Lord's Supper equipment and supplies and the discussion time with the pastor and/or deacon chairperson to develop a list of projects for the year.

Church Nominating Committee

1. Review for committee members the duties and responsibilities of the church nominating committee.
2. Lead committee members to make a commitment to be a committee that functions throughout the year and not for just a few months of the year.
3. Review the current status of worker needs/vacancies in the various church program organizations.
4. Discuss processes for enlisting workers to fill these vacancies.
5. Make plans for nominating, contacting, and enlisting workers to fill vacancies.

Special Training Needs

- Persons should be carefully selected for membership on the nominating committee. This committee needs persons who are familiar with the church's programs and the church's members. Individuals who are uncomfortable with worker enlistment will not function well on this committee.
- Consider the processes your church uses to determine membership gifts, skills, and abilities. The nominating committee might want to survey the congregation once a year, then compile a database of skills, talents, and abilities of members. This process should also include a method for obtaining from new church members information about their skills, abilities, and past church worker experiences.
- Give attention to the methods used when enlisting potential workers. Nominating committee members need to be steered away from quick, and often ineffective, methods in which church members are enlisted in church hallways, heaped with guilt, or told, "You must accept this position. No one else will take it."
- Involve the nominating committee in the task of forecasting worker needs. If your church is growing, or you expect to grow, the need for workers will also increase. The nominating committee should work with church program directors or councils to forecast volunteer leader needs and how they will be trained.
- Would job descriptions for each volunteer leader in your church be appropriate? With a job description in hand, a member of the nominating committee is prepared to show a potential volunteer the duties/responsibilities of the job. Many churches would testify that writing job descriptions for volunteer leader positions was the best decision they had made in a long time. Again, the nominating committee must work with program leaders and councils to accomplish this task.
- Evaluate the process your committee uses in the enlistment task. If your church is small, the nominating committee members probably can enlist all workers needed. But as your church membership increases, or as additional committees and programs are added, your nominating committee might need to move toward an enlistment process called "enlistment by levels of leadership."

This process involves the nominating committee enlisting all church program organization directors. These directors, working with the nominating committee, then enlist workers in their respective organizations. If your church's Sunday School structure includes age group divisions,

enlisting by levels of leadership means that department directors enlist teachers for their respective departments.

- All committees should be praying committees. Prayer is essential to the work of the nominating committee. Jesus taught that when workers are few, His people should pray (see Matt. 9:37-38). Guide your church's nominating committee to pray much.

Church Personnel Committee

1. Review for committee members the duties and responsibilities of the church personnel committee.
2. In advance of the orientation session, provide for each committee member copies of your church's personnel policies, job descriptions for each member of the staff, salary and benefits plans, and other personnel related information. Spend time reviewing this information and determining changes or revisions needed. This step will call for additional meetings of the committee.
3. Discuss whether the committee is presently involved in filling any staff vacancies. Review the role of the committee in this task.

Special Training Needs

Because the work of the personnel committee is technical and detailed, several areas of the committee's work call for specialized training.

- Begin by providing for each member of the committee the book, *Personnel Administration Guide for Southern Baptist Churches*, which covers all areas of church personnel administration. The book, *Church Administration from A to Z*, includes a chapter on church personnel administration. These resources could be used in individual study by committee members.
- Four ongoing areas always need the attention of the personnel committee: job descriptions, personnel policies, salary and benefits plans, and performance reviews. Provide training to equip members of the personnel committee to perform the tasks in these four areas.
- Legal issues impact the way churches handle personnel matters. Consider a training session in which a local attorney reviews for the committee all the current laws applying to church personnel administration.
- Encourage the church personnel committee to focus on continuing education needs for all church staff members. By budgeting money for the continuing education of the staff, the church is making a wise investment in its human resources. Develop a process whereby each staff member can identify some continuing education opportunities.
- If the committee is not presently involved in filling a staff vacancy, it could be in the future. When this time comes, training should be provided before the first candidate is ever contacted.
- Because the church personnel committee serves as an advocate for the staff, consider whether communication channels between the committee and the church's staff are adequate. A joint meeting of the personnel committee and all church staff members could focus on ways to improve communication between the two groups.

Church Preschool Committee

1. Review for committee members the duties and responsibilities of the church preschool committee.
2. Spend time discussing the developmental and educational needs of preschoolers. Some members of the preschool committee might never have worked with preschoolers before.
3. Perform a physical inspection of all preschool rooms, equipment, and supplies. Note repairs needed or items needing to be purchased. Prepare budget requests.
4. Prior to the orientation/training session, distribute copies of your church's preschool policies. Evaluate the policies for changes or revisions needed.
5. Evaluate the space assigned to preschool work. Make needed recommendations.
6. Discuss approaches for providing needed training for your church's preschool workers.
7. Use the discussions and evaluations previously mentioned to develop a list of projects for the preschool committee to work on during the year.

Church Property and Space Committee

1. Review for committee members the duties and responsibilities of the church property and space committee.
2. Conduct a physical inspection of your church's property and facilities. Note repairs and/or improvements needed. Because building repairs and improvement can be expensive, the property and space committee should work with the church's stewardship committee or budget planning committee to make sure adequate money is being budgeted each year.
3. Develop an inventory, if one has never been made, of all church property, equipment, and furnishings. Design a process for updating this inventory periodically.
4. If your church does not have a paid building maintenance person, consider assigning work areas to each member of the property and space committee. Examples would be: electrical, plumbing, parking lot, lawn and shrubbery, and church furniture. If an electrical problem occurs, the job can be assigned to the person on the committee who is responsible for electrical problems.
5. Design a process where church members can alert property and space committee members to maintenance needs. A suggestion box or a printed form could be used.
6. Prior to the orientation/training meeting, distribute copies of your church's building/property /space/ maintenance policies. Determine needed changes or revisions.
7. Evaluate your church's present insurance coverages. Most churches are insufficiently insured. Make recommendations.
8. Preventive maintenance saves money over time. The church's property and space committee should develop a plan in which all church buildings, equipment, and furnishings are inspected regularly for needed repairs. Typical areas for regular inspection include:
 - Roof, gutters, and drains
 - Windows and doors

- Floor and ceilings
- Lights and walls
- Parking lot
- Lawn and shrubs
- Musical instruments
- Audiovisual and sound equipment
- Plumbing systems
- Electrical outlets and switches
- Outdoor lighting and signs
- Baptistry
- Heating and cooling systems

To accomplish this task, develop a calendar for inspecting certain areas each month. Another possibility would be to assign areas to each committee member, who, in turn, conducts regular inspections of his assigned areas and makes recommendations regarding maintenance and repairs.

Church Public Relations Committee

1. Review for committee members the duties and responsibilities of the church public relations committee.
2. Guide the committee to develop a list of all public relations media and tools available in your town/ community. Determine the ones most viable for your church to use.
3. Make a list of public relations needs by discussing current areas in which improved public relations would help. Examples include: quality of printed materials (bulletins, newsletters, letterheads, brochures); church sign; advertising; pictorial directory; promotion of special events; and so on.
4. Using the previously mentioned discussions, develop a one-year public relations plan for the church.
5. Submit appropriate budget requests.

Church Stewardship Committee

1. Review for committee members the duties and responsibilities of the church stewardship committee.
2. Order a catalog of stewardship materials from your state convention's stewardship office. Use this catalog to familiarize members of the committee with stewardship materials available.
3. Conduct an evaluation of previous work done by the stewardship committee.
4. Obtain from your state convention's stewardship office a copy of the Stewardship Standard. Using this guide, evaluate your church's stewardship activities this past year.
5. Based on these evaluations, plan a calendar of stewardship activities for the coming year. An effective year-round stewardship development plan includes an annual budget emphasis, specialized conferences such as a Christian wills conference or a money management conference, Cooperative Program education, ongoing stewardship education, and attention to the church's accounting and reporting procedures.

6. Submit budget requests accordingly.

Church Weekday Education Committee

1. Review for committee members the duties and responsibilities of the church weekday education committee.
2. According to the age levels of children taught in your church's weekday program, overview the stages of childhood development.
3. Arrange a display of weekday education materials. Contact the person in your state convention office assigned responsibility for weekday education for help with this task. Encourage members of the committee to browse through the materials.
4. Prior to the orientation session, provide copies of your church's weekday education policies for each committee member. Evaluate these policies and note needed changes or revisions.
5. Effective communication between the weekday program and the larger church body is an ongoing task. Spend time evaluating how communication could be improved in your church.
6. Discuss ways to involve parents and members of the congregation in the weekday program.
7. If weekday rooms/space are shared with other church program organizations, work with appropriate groups in the church to evaluate the use of space, problems encountered, and ways to improve sharing of rooms/space.
8. Evaluate the quality of printed materials for the weekday program such as policies, brochures, letterheads, and forms.
9. Are there members of the weekday education committee who may never have seen your church's weekday program in operation? Arrange for times when observations could be made. Have someone present to answer questions.
10. Keep committee members informed by providing them copies of forms, letters, invitations, and brochures that are mailed to parents.
11. Invite the pastor or another staff member to meet with the committee to discuss outreach to unchurched families who are ministered to through the weekday program.
12. Plan a calendar of committee meetings and other events for the coming year.

Special Training Needs

- Lead the committee to identify special training needs in the church's weekday program. Examples would include: how children of different ages learn, licensing issues, budgeting, legal matters, public relations, and room arrangement. Contact your state convention office for a list of persons who could lead specialized seminars for your church's weekday teachers. Schedule needed training sessions.
- Would your committee benefit from observing another church's weekday operation? Find a church near you that is noted for having an effective program. Arrange for a visit. Discuss insights learned.

- The church's personnel committee and the church's weekday education committee should work together to fill weekday staff vacancies, develop personnel policies, and design salary and benefits plans. Arrange for a joint meeting of the two groups and spend time discussing these matters.
- Ask the Church's weekday director to compile on an ongoing basis helpful articles about church weekday education. Distribute these to committee members at regular intervals.

Resources

Church Administration magazine

Tim J. Holcomb, comp., *Church Administration from A to Z*. Nashville: Convention Press, 1994.

_____, *Personnel Administration Guide for Southern Baptist Churches*. Nashville: Convention Press, 1988.

James A. Sheffield and Tim J. Holcomb, *Church Officer and Committee Guidebook*, Revised. Nashville: Convention Press, 1992.

James L. Sullivan, *Southern Baptist Polity at Work in a Church*. Nashville: Convention Press, 1987.

Prepared by Gary Hardin, pastor, Packard Road Baptist Church, Ann Arbor, Michigan.

ANSWERS FOR SELF-STUDY

1. Duties
 - a. Why
 - b. When
 - c. Duties
 - d. Policies
 - e. Relationships
2. Role, Tasks
 - a. duties
 - b. policies
 - c. orientation
3. Members
 - a. relationships
 - b. differences
4. Meetings
 - a. purpose
 - receiving reports assigned to members
 - problem
 - information
 - views
 - b. schedule
 - c. agenda
 - d. notify
 - e. room
5. Meetings
 - a. early
 - b. on time
 - c. review
 - d. agenda
 - e. members
 - Four ways to involve members:
 1. questions
 2. information
 3. questions
 4. brainstorming
- f. track
 - Four ways to stay on track:
 1. agenda items
 2. summarize
 3. problem-solving
 4. conclusions
- g. meeting
6. Follow-up
 - a. minutes
 - b. report
 - c. recommendations
 - d. progress
 - e. staff, other groups

A STUDY GUIDE FOR TRAINING COMMITTEE CHAIRPERSONS

This guide was prepared from the material in chapter 8, “The Role of a Chairperson and of a Committee Member” in Church Officers and Committee Guidebook, Revised. Use this guide to lead a lecture on chapter 8. This guide could also be used as a self-study tool by individual committee chairpersons.

How to Become a Better Committee Chairperson

1. Know and understand the committee's _____.
 - a. _____ the committee was formed.
 - b. _____ the committee was formed.
 - c. The _____ of the committee.
 - d. _____ of the committee to other groups in the church.

2. Lead committee members to understand their _____ and _____.
 - a. Distribute copies of the committee's _____.
 - b. Distribute copies of the committee's _____.
 - c. Conduct an _____ session for the committee.

3. Understand the committee's _____.
 - a. Build _____.
 - b. Be sensitive to the _____ in people.

4. Plan committee _____.
 - a. Determine the _____ of the meeting.
 - i. Examples: _____
 1. Defining, analyzing a _____.
 2. Sharing _____ about a subject.
 3. Reconciling differing _____.
 - b. _____ the meeting.
 - c. Prepare an _____.
 - i. Typical items on an agenda: _____

 - d. _____ members.
 - e. Prepare the meeting _____.

5. Lead committee _____ .
 - a. Arrive _____ .
 - b. Start _____ .
 - c. _____ the agenda.
 - d. Work through _____ items.
 - e. Involve all _____ .
 - i. Four ways to involve members:
 1. Ask open-ended _____ .
 2. Distribute _____ in advance.
 3. Ask _____ of specific individuals.
 4. Use _____ .
 - f. Stay on _____ .
 - i. Four ways to stay on track:
 1. Limit discussion to _____ .
 2. _____ key points.
 3. Use the _____ method.
 4. Reach _____ as soon as possible.
 - ii. Complete the _____ .
6. _____ on committee meetings.
 - a. Follow up the meeting _____ .
 - b. _____ to the Church Council and/or church.
 - c. Present committee _____ .
 - d. Receive _____ reports from members' assigned activities.
 - e. Work with the church's _____ and _____ in the church.

COMMITTEE MEETING AGENDA PLAN SHEET

Committee _____ Date of Meeting _____

Time _____ Location _____

Refreshments needed? _____ Child care needed? _____

Equipment Needed _____

Room Arrangement _____

Items to be distributed to members prior to meeting

Agenda Items:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____

Date of next meeting _____

COMMITTEE PROJECT PLANS SHEET

Project	Estimated Cost	Beginning Cost	Completion Cost
1.			
2.			
3.			
4.			
5.			
6.			

COMMITTEE REPORT FORM

Committee _____ Date _____

Report of Actions

Further Action Needed

Signed: _____ (Committee Chairperson)

YEAR END REPORT FORM

Committee _____ Date _____

Projects Completed This Year:

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

Projects Planned For Next Year:

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

Chairperson _____

THE CHAIR: THE KEY TO EFFECTIVE COMMITTEE WORK

James L. Wilson, January 1998

Serving as a chairperson on a committee either can be one of the most rewarding or the most frustrating experiences of your Christian life. Committees seem to be necessary for the proper administration of the church's affairs. Some issues are too complex, and perhaps, too delicate to discuss in open business meetings. Other issues take more time to resolve than the entire church can devote to its resolution. Therefore, most churches choose to have committees discuss the issues and present their recommendations to the church to vote.

Most committees will have difficulties, misunderstandings, and conflict! Why? A committee is made up of people.

Although you know that you will not avoid all problems, you can minimize them with good leadership. You can avoid many problems with clear communication of boundaries and expectations and with an effort to create a pleasant atmosphere.

Authority of the Chairperson

One chairperson described her role to me in this way: "I raise an issue, listen carefully to the members of the committee, then decide what the church should do." She had an inadequate view of her role. Simply stated; the role of the chairperson is to protect the right of the minority to participate and the right of the majority to rule. The chair must be a fair, honest, and respected member of the church. The assignment is to guide the group, yet never control it.

The chairperson is responsible for setting an agenda for a meeting and keeping the members "on track." The chair maintains proper decorum but cannot impose discipline on members. If a member is disruptive, the chairperson should report the conduct to the moderator of the church, and the church can deal with the problem in business meeting.

The chairperson need not enter into debate or vote. The presider may, however, vote to break a tie or force a tie. Forcing a tie defeats the motion since it takes a majority to carry a simple motion.

Authority of the Committee

A committee must submit to the church constitution, bylaws, and policies. It must act within the budget and official calendar. Further, it must not engage in any acts that are illegal, immoral, or unbiblical.

It seldom makes decisions; rather, its function is to recommend to the church in its business meeting. The church usually adopts the recommendations and reports of a committee. However, it reserves the final authority for the business meeting.

Churches often refer a matter to a committee. The committee cannot amend or alter the motion. It may recommend that the church adopt or defeat the motion, or offer a substitute motion. Occasionally the church asks a committee then acts with the full authority of the church body under these circumstances.

A report or recommendation reflects the views of the committee. It is not official church action unless the church “adopts” it. “Receiving” or “approving” it does not make it the will of the church.

Expectations and Agendas

The church expects the committee to seek to do the will of God. Individual agendas have no place in committee work. Members must conduct themselves with a high level of spirituality, ethics, and human compassion. Members must always have the attitude of Jesus.

Unity and Confidentiality

Members shall not communicate the activity or discussion of the committee in any form other than the official reports and motions of the committee. The meetings are confidential. Everyone should speak freely without fear that others will quote their comments out of context.

The voice of the committee should be unified. After a vote, the majority rules, and the minority must submit. Occasionally it is appropriate to bring a minority report to the business meeting. The minority may speak against a motion or report if the committee agreed to allow it, or if the church passes a motion agreeing to hear it while in business meeting.

Cooperation

At times, two committees share jurisdiction in an issue. A typical example is staff compensation. The personnel committee is responsible to recommend a salary package and the stewardship committee is responsible to recommend a budget. The church expects that those concerned put forth their best effort to cooperate with one another. The personnel committee may not be able to fully explain their recommendation because of constraints of confidentiality, but they should express as much as possible to the stewardship committee.

A committee and a staff member may share jurisdiction on an issue. A typical example of this is the furnishing of an office. The stewardship committee is responsible to recommend an allocation of money. The building and grounds committee will help assemble furniture and attach bookcases to the wall. The staff member, however, will be working in the office. In this example, the two committees and the staff member need to cooperate with one another.

Atmosphere

Serving the Lord on a committee can be pleasant and productive at the same time. The chairperson will set the tone for the meeting. Take some time in the meeting to build relationships. Get to know one another and enjoy the fellowship that comes from serving the Lord together. Begin your meeting with a circle of prayer. Lift one another up. Remember that church people are more important than church *problems*.

- **Be pleasant.** Be as informal in your discussion as the issue allows. If you can accomplish your agenda by consensus, do it. You do not have to have formal motions with a second and a vote on every issue. If there is agreement, ask: “Is there any opposition to the motion? If not, we will recommend it to the church.”
- **Be productive.** Don’t let the pleasant nature keep it from being a productive meeting.
- **Be punctual.** Start on time, stop on time. Your members are investing their time, don’t waste it.

- **Be** prayerful. Prayer is the key to knowing the mind of Christ.

Start each meeting with prayer and conduct it so that it can comfortably end in prayer. If necessary, pause for prayer in the midst of a discussion. Remember, it is the Lord's business you are discussing. He wants it done "decently and in order" (1 Cor. 14:40). These principles will help you accomplish your tasks and bring Glory to God.

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BUILDING THE BODY OF CHRIST THROUGH USING SPIRITUAL GIFTS

John Roy

Almost two years ago I started doing something that I dreaded doing but needed to do. I had not done it since high school and I hated it even then. I am talking about weight lifting, or as it is spoken of today, weight training. I needed to do it because my body was expanding and getting looser at the same time. I think you know what I mean. Something had to be done to tighten the body back up.

I did not know where to start so I went to a fitness center and enrolled. The director of the fitness center was kind enough to ask what my goals were. I pointed to the various parts of my body that were in need of repair, and she showed me certain exercises that would focus my attention on my troubled areas. She said certain exercises provided the maximum benefit to specific parts of the body. For example, to work the stomach, use crunches and inverted sit-ups.

Just as particular exercises provide the maximum workout to specific body parts, so certain people reach their maximum benefit when they use their spiritual gift in the body of Christ. Spiritual gifts are God's way of equipping the saints for Christian ministry. Spiritual gifts that are not used are as useful as a Stairmaster that is used as a coat rack. Spiritual gifts must be moved out of storage if they are to serve their purpose. How can we as church leaders help people share their spiritual gifts with Christ's body? How can we staff committees with people who are gifted with the right gift? How can we organize our church so people will serve where they are gifted?

Discovering Gifts

This process begins with leading people to discover their spiritual gifts. If we combine the spiritual gifts listed in 1 Corinthians 12:4-10, 28-30; Romans 12:6-8; and Ephesians 4:11 we will find 16 gifts mentioned. Finding the gifts in the Bible is one thing, helping people find their gift is another. Four resources which can help in this matter are *Serving God: Discovering and Using Your Spiritual Gifts* by Ken Hemphill, which comes in a workbook and video format. *What You Do Best in the Body of Christ* by Bruce Bugbee is a part of the Network material, which is developed in the Willow Creek Community Church. Another resource comes from Frazier Memorial Methodist Church, written by John Ed Mathison, *Every Member in Ministry*. LifeWay Christian Resources has published *Ministry Gifts Inventory*, compiled by Michael Miller (Nashville: Convention Press). It is available by calling their Customer Service at 1-800-458-2772 or by visiting a LifeWay Christian Store. The good thing about all those resources is that they are church friendly to any size church.

Leading others to discover their spiritual gifts will require a method of teaching about spiritual gifts and evaluating spiritual gifts. Once time has been spent in teaching about spiritual gifts people should become more aware of their giftedness. Now that they know what they can do, how do we move them to using their gifts?

Discovering Your Personality

A quarterback controversy is when you have two people who are both gifted at throwing the football and leading the team but you only have one football. Many committees have been staffed with folks who looked like servants and knew their gifts, yet their work was poor. The problem is not with their giftedness or with them recognizing their gift; it is with the makeup of the committee.

Collaborating in the Body of Christ

Much of our ministry efforts through committees can be described in one of five words, “competition,” “avoidance,” “compromise,” “accommodation,” or “collaboration.” The failures of our committees lie in the first four words. Nothing gets done because we have too many dominant people on a committee; thus, competition breaks out. Nothing happens when we put too many steady folks together who cooperate well but do not lead anywhere; thus, we avoid what needs to be done.

Compromise breaks out when several influential people are on a committee, they agree to disagree and call a truce but still nothing happens. Accommodation is when the committee goes along with the leaders without any belief or loyalty to the program. The only good that can happen in committee or ministry teamwork is when the members collaborate and work together for a common goal—This is best done when people are assigned to places of services where their gifts can be used and grouped with people who will bring out their best.

The 16 spiritual gifts mentioned earlier can be grouped in four broad categories: serving, teaching, witnessing, and worshiping. The church should divide its various ministries in these four categories. After the church has been organized in this fashion people can be assigned to the ministry where their gift can best be used. Members who discover they have the gift of evangelism should be enlisted in the witnessing program of the church. After speaking with this member, if they agree to use their gift in this way then another step needs to be taken.

What is their personality type? Let us say he is an “S” one of the foot soldiers in the church. Then the best way to use his gift and personality would be to let him be out in the front of the evangelism team sharing his faith. The person who leads your evangelism program would have the gift of evangelism but they would be a “D,” a leader who could direct the program. The person who serves as secretary to line up the people to see and keep in touch with Sunday’s visitors would need to be gifted with evangelism but they also need to be a “C.” A person who will take care of the details of keeping up with prospects and keeping the records in order. All gifts are needed and all personality types are important.

Equipping the Saints

“And He gave some as apostles, and some as prophets, and some as evangelists, and some as pastors and teachers, for the equipping of the saints for the work of service, to the building up of the body of Christ” (Eph. 4:11-12, NASB). The church has all of the resources to do ministry; this is God’s guarantee. So why do we lament that our ministry teams do not function properly or that our committees do not get anything done? It is not for a lack of trying. It is because we may have emphasized recruitment to the neglect of giftedness. Recruitment puts the banker on the finance committee without any thought to what his gift or personality is. In the past we have chosen people based on convenience, “They’ll say yes”—or ability, “I’m

sure the banker would be an asset when doing the church budget.” Our attention in the future must turn toward giftedness, personality, and collaboration.

This process is more time-consuming than our present nominating process, but once in place it will provide long-lasting dividends. Large churches can have an ongoing spiritual gifts class to help people determine their spiritual gifts.

Smaller churches can offer an annual one-month study in spiritual gifts, possibly in January. The church can then publish a list of the various opportunities (and the corresponding spiritual gifts) to serve and allow open enrollment wherever you feel gifted.

Then a leadership team made of a cross section of the church, familiar with personality types can create the ministry teams or committees from those who are willing to serve. This committee is responsible to make sure each team has a balance between the four personality types. Once the teams are assembled the chairpersons can meet with the pastor or other staff members to discuss goals for the upcoming year.

An Ongoing Process

Anything that produces long-term results requires constant maintenance. My weight training did not pay dividends immediately. After two years and three visits to the fitness center a week I can see quite a difference in the tone and shape of my body. To get to this point I had to start somewhere. To implement a process of teaching spiritual gifts and using people based on their spiritual gifts will require immediate sacrifice, but it will not produce immediate results. The first time through such a program some ministry of the church may have to be terminated or take a sabbatical because no one is gifted to do it. There certainly will be growing pains as this new method of calling forth leaders is used, but in time the pain will produce muscle. When the muscle is produced and people are sharing their gifts, the body of Christ will be built up as Paul predicted.

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COMMITTEES OR TEAMS?

Bruce Frank, August 2000

Committees or teams? Teams or committees? This is a question being asked by many church leaders. They see churches, ministries, and many businesses successfully changing to a team-based approach and some questions begin to arise: “Is this just a change in vernacular?” “Will a change to team ministry actually help?” “Is a change worth the risk?” “How can I implement team-based ministry?”

Committees have been the tried-and-true vehicle of many Baptist churches. Some churches have successfully switched to team ministry. I want to address several of the areas a leader needs to assess before deciding what is best for his church or organization.

Why a Team-based Approach?

First of all, why—why should I go to a team-based approach? Two main reasons are evident. The first and most important reason is that it is a biblical approach. An obvious biblical example is the team that the Lord Jesus built in the disciples. He spent so much of His time on earth building the lives of only twelve men. When Jesus ascended to heaven, He had a “team” to carry on His mission. I will focus on this later in the article, but the way Jesus built His team is a great model of what every pastor and staff member should be able to do in ministry.

He recruited, trained, motivated, implemented, and evaluated. He recruited them (see Matt. 4:19-20 “Follow me, and I will make you fishers of men. ... And they straightway left their nets, and followed Him.” He trained them (both with instruction, on-the-job training, and His presence with them). He motivated them. He implemented His program through them (Matt. 28:18-20). He evaluated their effectiveness (see Matt. 17:19-21).

Another good biblical example of team ministry is Jethro’s advice to Moses in Exodus 18:13-24. This is a prime example of shared ministry and cooperation for a common goal. In verses 17-18, the Bible states, “And Moses’ father-in-law said to him, ‘The thing that you are doing is not good. You will surely wear out, both yourself and these people who are with you, for the task is too heavy for you; you cannot do it alone’” (NASB).¹ This is good advice for many pastors. A pastor must develop into a leader who shares his ministry with his people. A good way to do this is through teams. So what did Moses do? He built a team. He recruited people, trained people, and empowered them for ministry (Ex. 18:19-27). Moses enlisted others to help him with his mission, and his mission became their mission.

The Nature of the Church

A final biblical concept of team ministry is found in the nature and structure of the church itself. Teams can help define the role of the pastor and laity. As you know, the Bible teaches that all believers have been gifted to serve (1 Cor. 12:7; Romans 12:38). Peter said, “As each one has received a special gift, employ it in serving one another, as good stewards of the manifold grace of God” (1 Pet. 4:10, NASB). As the old adage goes, “everybody is somebody in God’s body.”

¹ Scripture taken from the NEW AMERICAN STANDARD BIBLE, © Copyright The Lockman Foundation, 1960, 1962, 1963, 1968, 1971, 1972, 1973, 1975, 1977, 1995. Used by permission.

To put it another way, every person who joins your church brings gifts to the church and should be expected to use them in some way. Therefore, in team ministry, the pastor and/or staff emphasizes equipping the membership. This allows the members to minister, and it broadens the base of participation. As I will explain in the final sections of this article, one place to begin this is in your new-member assimilation process.

Not Only Biblical

Not only is team ministry a biblical approach, but it can also be very effective. Team ministry can pull together in an organized way, gifted and skilled people from all over your church. This will bring great energy, ideas and commitment to the table that otherwise might not be there. Why? Because they begin to actually participate in the church God brought them to!

To be blunt, one reason that some pastors are reluctant to empower their people is that they feel it will hamper their ability to lead. Dear pastor/leader, you won't forfeit your leadership, you will enhance it. You are not giving your leadership away, you are simply sharing the responsibility and rewards. God says you are called to lead, and equipping your people is one way to do that.

I like what John Maxwell said in *Developing the Leaders Around You*, "The ideal equipper is a person who can impact the vision of the work, evaluate the potential leader, give him the tools he needs, and then help him along the way at the beginning of his journey."² It is important that we as pastors understand that our role as leader is more like a football coach than a pro golfer on tour. A football coach is constantly trying to equip his players, coaching, trying to put them in situations where they can excel. This does not diminish his leadership. As a matter of fact, this creates a great deal of commitment and loyalty on behalf of his players. On the other hand, a pro golfer is only concerned about his performance. It is only about him. He does not have to be concerned with a team. A pastor must.

A second area that needs addressing is understanding the general differences between team-based team and a ministry based on a committee structure. Please understand that simply changing the names from 'committees' to 'teams' will do little, if anything. What can be helpful is a change in focus and function. You can usually find several general differences.

1. Teams focus on empowering; committees tend to control.

Teams are focused on the overall values, vision, and goals of the church. C. Gene Wilkes in *Jesus On Leadership* defines team ministry as "a group of disciples, bound together under the lordship of Christ, who are committed to the shared goal of meeting a particular need related to the overall mission of the church."³

Committees tend to protect and guide the church. They meet and make decisions for others.

2. Team ministry is designed to delegate decision-making to those closest to the ministry; committees tend to be far removed from the front lines.

Team ministry is led from the front lines, not the rear echelon. Reportedly, H. Ross Perot once said that at Electronic Data Systems, when we saw a snake, we'd kill it. At General Motors, when they saw a snake, they'd form a committee.

² John Maxwell, *Developing the Leaders Around You* (Nashville: Thomas Nelson, publishers, 1995).

³ C. Gene Wilkes, *Jesus on Leadership* (Nashville: LifeWay Press, 1996)

3. **In team ministry, guidance and accountability can be given through the values, vision and goals of your church.**

4. **In team ministry, a team is formed for a purpose;** many committees lack a sense of purpose.

A team is driven by the purpose for which it was formed. It knows its mission and how it relates to the overall values, vision, and goals of the church. Committees tend to fall into a maintenance mode as opposed to a mission mode.

How to Implement

A final area that needs to be addressed is how can I implement team ministry in my church. One of the first things to do is identify a set of core values that your church holds to. You need to get good “buy in” from your leadership. Bring them together and let them help you identify these basic values (example: the Bible, ministry, evangelism) These values will help provide accountability to your teams. Although many churches have done this, two that I know of are Metropolitan Baptist Church in Houston, Texas and First Baptist Church in Norfolk, Virginia.

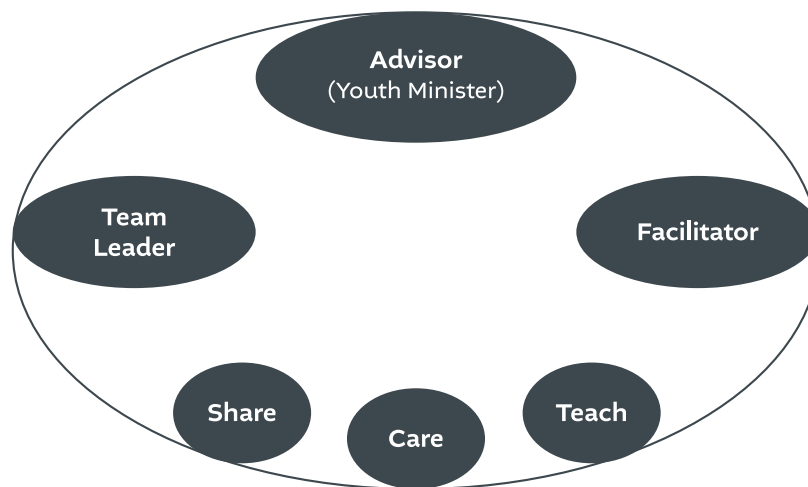
Another action which might be taken when committees appear to be without focus or mission, is to have them examine whether their committee performs a necessary function. Do they actually need a committee?

You’ve heard the saying, “Most committee meetings consist of 12 people to do the work of 1.” This will help focus and streamline your organization.

A third action is to discuss with your core leadership the comparative values of team ministry and committees. Discuss it, explain it, model it, and answer their questions.

Fourth, if you have a paid staff, begin to teach them how to build teams. Teach them how to recruit, train, motivate, implement, and evaluate. This will help involve more people in their ministry. They can begin by developing a primary team for their particular ministry. Here is an example:

LEADERSHIP TEAM OF YOUTH MINISTRY



The advisor should be the staff person responsible for a particular area. Let us take for example, a youth minister. He oversees the youth ministry. The team leader is his right-hand person who helps him drive the mission. The facilitator focuses on process. He is concerned if there is a breakdown in the process. Share, care, and teach are examples of what need to be accomplished in Sunday School. Other sub-teams could consist of camp teams, ski trip teams, and so forth.

It is beneficial to have a process in place whereby new members find at least one place of ministry. As new members join or go through a new members class, they can identify areas of ministry emphasis in which they are interested. The appropriate person (probably a staff member) would then follow up to see if there is compatibility between the person and the task. This will not only build your team, it will also help assimilate your new member. A great book on this is *High Expectations* by Thorn Raines.

Teams or Committees? Committees or Teams? Leaders need to seek the will of God in determining which is best for a particular ministry. Either way, many of the principles discussed would be helpful in leading your church. God bless you as you lead.

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CHURCH

Committees

THE CHURCH AUDIO SERVICES COMMITTEE

An old advertising dictum states that you don't sell the steak, you sell the sizzle. Of course, this speaks to the psychology of selling, but it also makes a point about how important sound is. In fact, our aural sense is one of the strongest. That's why millions of dollars are spent each year in film, video, and audio production to "sweeten" or re-loop the audio. And that's the reason movie theaters are working to install THX or digitally processed sound systems—to delight the ear as well as the eye.

What does this dictum mean for the church audio services committee? Should they develop a plan to work toward a multimillion-dollar sound system? No, not at all. That would hardly be acting as good stewards of the church's money no matter how much the congregation is wowed by sound. Everyone in the church should be able to hear any service or program the church provides. "So then faith cometh by hearing, and hearing by the Word of God" (Rom. 10:17, KJV).

Purpose of the Committee

The purpose of the church audio services committee is to operate and ensure proper maintenance of the sound reinforcement system for congregational worship services. The way this committee carries out this purpose depends on the church needs.

This purpose acts as a guidance factor for the committee. As the group works to make decisions, it should always check to see if the decision made accomplishes this purpose.

Qualifications of Committee Members

The church audio services committee is a specialized committee and can be structured and developed differently from other church committees. Although this committee may be a permanent one in the church, it should not use a rotation system of volunteers since committee members should have some technical skills.

Members of this committee should have special knowledge and technical skills related to sound systems or similar equipment. This does not mean that the members' vocations should be related to sound systems but that they have previous experience with similar equipment.

In instances where it may be difficult to find people who feel they have had enough technical experience to qualify, look for persons who are aggressive in researching a project and finding the answers or finding the people who know the answers. Or look for persons who learn technical skills easily and are willing to teach others.

Another important qualification is the willingness of the person to be on the committee. Because the audio services committee is usually a permanent committee which does not change, members of this committee should be willing to stay with the work for several years. Committee members also need to realize that although the work they do is a vital part of the worship service, they do not always get kudos from the congregation. Many people take audio amplification for granted. They only notice it when it's not what it's supposed to be.

Duties of the Committee

Specific duties of the church audio services committee will vary from church to church. Members of the committee need to think through the specific audio needs of the church to establish these duties. This committee has some general duties and responsibilities; these general duties can help the committee work out specific duties for each member.

1. **Study and recommend the appropriate sound system.** This responsibility applies if the church does not have a sound system or if the current sound system does not meet the church's needs.

Extremely sophisticated sound equipment is available. Also available is basic, hardworking sound equipment; and the difference is not just a dollar difference. Different pieces of audio equipment do different jobs. Unless a committee member is a specialist and does a lot of work in this area, the committee should seek an audio professional for outlining and thinking through needs and for discussing equipment purchases to fill those needs. Also, a professional can develop a good sound system plan that includes acoustic and equipment recommendations.

The professional should know the budget range available and should get a second or third opinion on needs and equipment if possible. It is easy to get oversold on equipment. Do not let the technology available override the real needs of the church. Working with an audio professional ensures that contracts or written agreements will state that the seller is not finished until the committee is satisfied with the equipment, its installation, and the performance it provides.

The committee should make sure the sound needs all over the building are considered. This can include audio amplification for the fellowship hall on Wednesday night or even soundproofing the fellowship hall to lower the noise level. This also means that the committee needs to be aware of how many people in the church have hearing problems and require a special setup with headphones to hear worship services better.

If a church wants to duplicate copies of the services for shut-ins, then the committee should consider purchasing a two-station play/record deck or a high-speed duplicator. The church may also want to purchase cassette players for shut-ins to borrow.

Careful consideration should be made of speaker systems. Some churches like to provide speakers in extended session rooms so workers can hear the service. Extra speakers in the choir loft can help the choir hear the sermon better.

All equipment being purchased should be compatible. Different pieces of equipment may look great; but if they do not work together, nothing has been accomplished. Many times mail-order companies offer great prices on equipment. A great price may be offered, but that's all. Usually there is no advice on how well it will work with other pieces in the system, and no one is close by to see why it's not working. The relationship the committee builds with an audio professional in the area is valuable. He

or she will want to satisfy the committee to ensure future business so the audio professional will most likely be attentive to problems and repairs.

A service contract also needs to be considered. Again, this will depend on the kind-of system purchased and what the audio needs of the church are. If the committee has invested in a simple system of several microphones, a mixer, an amplifier, and speakers, a service contract is not needed. However, if the church has a large, complicated system that is used a number of times during the week, a contract should be developed so the committee has the pager number of a qualified engineer who can attend to audio problems immediately.

2. **Operate the sound system.** The sound system for worship areas and other places in the church need expert operators. The audio services group should provide the operators as requested for special services and for regular services. The pastor, minister of music, or other staff members need to be consulted on sound needs for different services.

The committee should establish the number of people who need to learn to operate the sound system. This depends to some extent on the kind of system the church has. A simple system can be operated easily by one person; other systems may require two or three operators.

More people than are actually needed at any one time should be trained on the equipment to ensure the availability of an operator or operators when others are out sick or on vacation. Sometimes youth in the church are excited about learning the sound system. With proper training the youth make excellent operators and feel they are contributing to the church.

The committee should also emphasize to the congregation that only those with training should try to operate the equipment.

Operators need to anticipate sound needs for different services. Sometimes worship planners do not realize that special events for the service may need extra microphones or other sound requirements that are not normally used. By asking questions ahead of time, the operator can alleviate stress at service time.

The committee should develop a form for worship leaders to complete at least a week ahead of the planned event.

Operation of equipment may also include securing the sound system. Some churches have systems that are locked away until needed and then set up. Other churches have an established area that can be locked to keep the curious out. In either of these arrangements, the operator must make sure the equipment or room is secured.

3. **Provide a maintenance program for upkeep of the equipment.** All electronic equipment needs periodic repair and maintenance. Using a service contract may take care of this situation. However, if there are only a few pieces of equipment, someone on the committee may feel he or she can maintain the equipment.

If none on the audio services group feel they have the expertise to maintain the equipment, a professional company or person should be contracted to maintain it. Persons who do not have the proper understanding of this equipment should not be allowed to work on it. They can assist the specially hired or contracted group and learn how to do the maintenance.

The committee can decide how often this maintenance work is done—once a quarter or maybe once a year depending on what kind of equipment the church has and how often it is used.

4. **Recommend changes in the audio system.** The audio services group should recommend changes in the sound system to update and make available the best possible sound system for the worship experience and other opportunities within the church. These recommendations can come as equipment begins to get old and needs replacing or when church growth or other changes require new sound equipment. Recommendations should also include research about costs on new equipment.

As the experts on sound for the church, committee members should see needs and report them instead of waiting to be asked what they think should be done.

5. **Make recommendations to the budget planning section of the stewardship committee or the budget planning committee.** Recommendations that are researched and put together should go to the budget planning section of the stewardship committee or the budget planning committee. These recommendations can be rather complicated and expensive and involve the long-range planning committee for the church, or they can be simple items that fit within the existing budget.

Audio services should have some place in the church budget as a separate category or as a line item under the worship division or another area.

The committee should see that the sound equipment is covered by insurance the church carries or make the budget planning committee aware that it should consider such action.

If the church is involved in building plans, the church audio services committee needs to be vocal in making sure audio considerations are in the plans and not added as an afterthought. Sound design is a vital part of building design.

Organization of the Committee

Every church audio services committee is organized differently. This organization needs to be based on the church's sound needs. In general, however, there should be three to six members on the committee. The duty of each member is based on sound responsibilities and what method the group decides is the best way to get them carried out. This committee does not need to meet on a regular basis like other church committees. However, the group should meet as need dictates.

For instance, with a small sound system the three members may simply be the trained operators who also maintain the system. They rotate worship service responsibilities and also recommend when new or additional equipment is needed.

Other church audio services committees may decide that each person on the committee is responsible for a different audio area. With a larger group a chairperson should be chosen to organize the group. Other suggestions for individual member responsibilities include:

1. One person needs to be in charge of training other people to operate the equipment. Ideally, this person should have the best working knowledge of the equipment.
2. One member needs to be the liaison person for church staff or others on audio needs for the different services or programs. This person will then convey the information to the operators. This member

should also be in charge of equipment procurement in case extra microphones or other equipment are needed for special services.

3. Another member can be in charge of making sure that services are recorded and that the appropriate number of copies are made and distributed.
4. An additional member can track equipment maintenance and repair to ensure that it is being done in a timely manner.
5. Another person can be the equipment update specialist. While this person may not constantly be changing or updating equipment, he or she can direct this action when needed.

Ultimately, the church audio services committee is part of the entire church system that ensures everyone is able to worship. These committee members need to know sound, and they should know their church and its needs.

Resources

In addition to people resources, many excellent books and magazines can offer audio helps. The resources listed below may be helpful in doing research and thinking through audio needs for the church:

Stanley R. Alten, *Audio in Media*, 3d ed. Belmont, CA: Wadsworth, 1990.

Martin Clifford, *Microphones*, 3d ed. Blue Ridge Summit, PA.: TAB Books, 1986.

Audio Illustrated Trade Reference Catalog. Overland Park, KS: Daniels Publishing Group.

Robert Oringel, *Audio Control Handbook*, 6th ed. Stoneham, MA: Focal Press, 1989.

Prepared by Susan W. Richardson, supervisor for video communications, Willis Corroon, Nashville and a member of Glendale Baptist Church, Nashville, Tennessee.

THE CHURCH BAPTISM COMMITTEE

Two of the several committees recommended for Southern Baptist churches exist for specific purposes related to the proclamation of the gospel and worship. These two committees are the church baptism committee and the church Lord's Supper committee. These two groups are unique because they support the observance of the two church ordinances recognized by Southern Baptist churches. The work of these committees is directly related to key elements in the faith and practice of Southern Baptist churches.

Southern Baptist doctrine concerning baptism is summarized in *The Baptist Faith and Message*: "Christian baptism is the immersion of a believer in water in the name of the Father, the Son, and the Holy Spirit. It is an act of obedience symbolizing the believer's faith in a crucified, buried, and risen Saviour, the believer's death to sin, the burial of the old life, and the resurrection to walk in the newness of life in Christ Jesus. It is a testimony to his faith in the final resurrection of the dead. Being a church ordinance, it is prerequisite to the privileges of church membership and to the Lord's Supper."

Baptism and the accompanying service is the responsibility of the pastor. In some churches the responsibility of assisting the pastor with this ordinance will be given to the deacons. In other churches a committee will be elected from the general membership. These guidelines will be applicable in either case.

Purpose of the Committee

The purpose of the church baptism committee is to assist the pastor in preparing for and administering the ordinance of baptism.

Qualifications of Committee Members

Members of the baptism committee should be mature Christians. Baptism is a significant spiritual moment in the life of both the candidate and the church. Committee members should recognize this fact and should also understand and appreciate Baptist beliefs about baptism. Persons should be chosen who can be sensitive to any fears or anxieties candidates might have. Finally, committee members should be persons who pay attention to detail and are dependable.

Duties of the Committee

1. **See that all necessary baptismal equipment and facilities are available and ready prior to each baptismal service.** Often the pool will need to be filled on a prior day. Other items such as robes and towels will also have to be checked prior to the day of the service. Committee members should all know the proper procedure for filling the pool and heating the water. They should also know the time required for the pool to fill and be extremely cautious to prevent flooding. Each time the pool is filled and drained a visual check should be made for leaks. Double-check the water. Be sure the water is rechecked a few hours prior to the baptism. Adjusting the temperature of a large volume of water is difficult. If a change is required, the committee will need time to make such adjustments.

The committee should always prepare for the specific candidates to be baptized. If the group includes children, a step or platform should be placed in the pool. If a tall person is to be baptized, the water level may need to be raised. If the candidate is elderly or handicapped, assistance for getting the person in and out of the pool safely should be arranged.

2. **Notify candidates for baptism well in advance of the scheduled baptism, and provide the pastor with a list of those who will be present.** This responsibility may be given to a church secretary; if this is the case, the secretary should communicate clearly to the baptismal committee regarding when a baptism is scheduled and who is to be baptized. For the committee to be prepared, committee members must know who the baptismal candidates are, whether they are male or female, the number of each, their approximate ages, and special conditions such as someone who is tall or might need special assistance. Candidates should be told the date and time of the baptism and the time and location to meet committee members for preparation. They should be told exactly what the church will provide and what they should bring. They should be told to leave valuables with a family member or mend. If the church office notifies the candidates, the baptism committee should know what information the candidates received.
3. **Arrange with the pastor and candidates for a period of instruction regarding the baptism.** Often the pastor will have a set time before each baptismal service for instruction. The committee should follow the wishes of the pastor in regard to this time. Committee members might be asked to assist in getting candidates together for the instruction. While the pastor normally will instruct candidates, committee members should be familiar with how the pastor performs the baptism. Candidates may want to ask lastminute questions, and committee members should be able to provide help.
4. **Prepare names for identification purposes.** The committee should work out a system suitable to the pastor to be sure that each candidate's correct name is given to the pastor as the candidate steps into the baptismal pool. Such a procedure should allow the pastor to call each person's name properly and avoid any embarrassment for the pastor or the candidate.
5. **Keep an official record of baptisms.** The baptism committee should maintain an accurate record of baptisms. The names of all persons baptized on a given date should be given to the church clerk or church secretary as appropriate. This is important to ensure that church membership records are updated to reflect the correct dates of all baptisms.
6. **Assist candidates during the baptism.** Committee members should meet the candidates at the correct time to allow unhurried preparation for the service. Candidates should be shown the location of the dressing rooms, and any questions should be carefully answered. Assistance should be provided in helping candidates dress for the service and in having towels and handkerchiefs ready. Committee members should fully explain the procedure for entering and leaving the pool and provide assistance.
7. **Assist the pastor at baptismal time.** A committee member should ensure that the pastor's robe, waders, suspenders, and rubber sleeves are ready and should assist the pastor as needed. After the pastor exits the pool, a towel should be ready and help offered to allow the pastor to return quickly to the service.
8. **Perform cleanup duties after the baptism.** After all candidates have left the dressing rooms, the committee should do all needed cleanup. This will include gathering wet towels, robes, and handkerchiefs and sending these items to the laundry, ensuring that the pastor's waders and other items are properly dried and stored, and checking to be sure any personal items left behind are collected and returned. The baptistry must be drained and the heat turned off. Finally, access to the baptistry should be secured.

9. **Conduct annual inspections of the baptismal facilities and equipment.** Conducting an inspection prior to annual budget planning is recommended. The inspection should include a physical check of the baptismal pool, access steps, heating unit, and the dressing areas. Supplies such as robes and towels should be inventoried; the waders and suspenders used by the pastor should also be checked. A key issue during annual inspections should be safety. Any possible safety hazards should be noted and corrected. This could include possible electrical dangers or areas where slips or falls might occur. If changes need to be made to allow handicapped access to the baptistry, this should be discussed with the property and space committee.
10. **Recommend to the church property and space committee additional or different equipment and space as needed.** During annual budget planning the baptism committee should send a written request for equipment and supplies to the budget planning section of the stewardship committee or the budget planning committee. If a need exists for major repairs or remodeling, this should be brought to the attention of the church property and space committee for study at the earliest opportunity.
11. **Serve as a resource in the church about baptism.** Sunday School or Vacation Bible School classes may want to discuss baptism or see the baptismal facilities. The committee should be available to assist with such needs.

Coordination

An effective and meaningful baptismal service will require the coordinated efforts of several different groups in the church. The church baptismal committee may not be assigned the responsibility for working with all groups, but the baptismal committee should check with the pastor to see if they should assume any coordinating roles.

Music. The minister of music and instrumentalists should be notified when baptisms are scheduled. Hymns that support the ordinance of believer's baptism may be chosen for the service. Instrumentalists may be asked to provide background music during some portions of the baptism.

Ushers. The chairperson of the church ushers committee should be notified. Ushers may be asked to adjust lighting as needed before and after the service. Ushers should also refrain from seating persons during the baptismal service.

Audio services. If the church has a microphone in the baptistry area, the audio services committee should have it on and be prepared to adjust the volume as needed.

Church clerk. The baptismal committee should receive from the church clerk the names of persons who have made professions of faith and who are awaiting baptism. The committee also should notify the church clerk when the candidates have been baptized.

Church office. If the church has an office staff, a secretary may be responsible for notifying candidates. The office may also assist with providing invitations that candidates may send to family and friends. The baptism committee should work closely with the correct person in the office to ensure that notices have been sent and that the committee is ready at the correct time.

Support staff. Some duties related to cleanup of the baptistry area or perhaps laundry of robes and towels may be assigned to support staff. If this is done, the baptism committee should be sure the support staff knows when a baptism has taken place. The committee should check to be sure all supplies and equipment are cleaned, stored, and ready for the next service.

Property and space committee. Any problems with the baptistry area such as leaks or any needed repairs should be referred immediately to the property and space committee.

Organization of the Committee

The committee should consist of three to six persons. More could be added if baptisms are frequent and rotating workgroups need to be established. Men and women should be equally represented. A chairperson should be selected and given the clear responsibility for needed coordination and notification. While one person may faithfully take a responsibility such as filling the pool and adjusting the temperature, more than one person should know the mechanics of how this is done so a baptism does not have to be postponed because one individual is unavailable.

Resources

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COMMITTEE AIDS

Three different forms are suggested to assist the baptism committee. These should be modified to fit the specific situation in each church. Using the annual inspection checklist and pre-baptism checklist can help ensure that important details are not missed. The information for candidates can serve as a guideline if the church does not already have a suitable document of this nature.

CHECKLIST FOR ANNUAL INSPECTION

Item	Status	Item	Status
<i>Baptistry</i>		<i>Dressing Rooms</i>	
Wall Covering		Privacy	
Floors		HVAC	
Curtain		Mirrors	
Wood louvers		Hooks/hangers	
Handrail		Walls	
Heating Unit		Floors	
Water Valves		Outlets	
Leaks			
Electrical Outlets			
Accessibility		<i>Supplies</i>	
Secure access		Towels	
Lighting		Candidates' robes	
		Pastor's robe	
		Handkerchiefs	
		Waders	
		Suspenders	
		Rubber sleeves	

Person conducting inspection _____

Date _____

CHECKLIST FOR PREBAPTISM INSPECTION

Item	Completed	Item	Completed
Baptistry		Supplies	
Clean out		Towels	
Handrails		Robes	
Heater		Handkerchiefs	
Leaks		Clergy robe	
Steps in pool		Waders	
Pool filled		Suspenders	
Water temperature		Sleeves	
Entry secured			
		Notifications	
Dressing Rooms		Candidates	
Privacy		Certificates	
HVAC		Pastor	
Mirrors		Other staff	
Wall covering		Support staff	
Floor covering		Other staff	
		Sound	
		Lighting	
		Ushers	
		Musicians	

Number of persons to be baptized _____

Date of baptism _____

Assignments:

Baptistry _____

Dressing rooms _____

Supplies _____

Assist candidates _____

Assist pastor _____

Notifications _____

Cleanup/laundry _____

Information for Candidates for Baptism
First Baptist Church
Warm Springs, Georgia

We are thrilled with your decision to follow Christ. Our ministry is to lead you through the process of being baptized. Your baptism is scheduled at the beginning of the 11:00 a.m. worship service. You should plan to arrive 15 minutes before the service begins.

The baptistry dressing area is on the third floor. Go through the door behind the organ and take the steps up. Please leave valuables with family or friends.

The church will provide a robe, towels, and hair dryers. You should bring light-colored clothing to wear under the robe. A committee member will be there to assist you. This person will explain how the baptism is performed. The pastor will pray with you before the baptism.

You may use invitations to invite friends and family to join us in worship. These invitations are available in the church office. Please contact the church office at _____ (phone number) if you have any medical problems (such as tubes in your ears, open wounds), if you require special assistance getting in and out of the baptismal pool or changing, if you have fear about immersion, or if you need to reschedule your baptism.

Sincerely,
Baptismal Committee

Prepared by Bob Patterson, pastor, First Baptist Church, Warm Springs, Georgia.

THE CHURCH BENEVOLENCE COMMITTEE

Benevolence is a biblical concept that calls us to follow the example of our Lord Jesus Christ. Jesus cared about the physical needs of people. He healed the crippled man at the pool of Bethesda (see John 5:117), fed 5,000 hungry men and their families (see John 6:114), and cured a man blind from birth (see John 9:134).

The policy of the early church was to care for the needy. Concern for the welfare of widows caused the early church to elect deacons (see Acts 6:16). Paul encouraged us to both feed and love the less fortunate (see 1 Cor. 13:3). James defined pure religion: “To visit the fatherless and widows in their affliction” (Jas. 1:27).

All churches today face human tragedy—a family whose house has burned, illness, job loss, requests for payment of rent and bills, transients, and the homeless. Worthy requests of hurting people can easily overwhelm the resources of a church. Southern Baptist churches, through congregational polity, have formed benevolence committees to carry out the biblical mandate to minister to needy people. The benevolence committee has a twofold challenge—to carry out the biblical mandate and be good stewards of the church’s resources.

Purpose of the Committee

The purpose of this committee is to study the benevolence needs in church families and community members, to design a plan for responding to those needs, and to administer the plan.

Benevolence needs in the early church boiled to a contentious surface (see Acts 6:815). Complaints were heard by church leaders. A plan was designed to respond to the need. A permanent solution to the problem resulted. Six men were elected to administer the church’s benevolence work.

In some churches today deacons model the action of the early church by leading the benevolence work of the church. Other churches operate through a benevolence committee made up of members who display a particular dedication to the relief of personal calamities.

Benevolence needs are not easily addressed by the church today. One problem is that the demand is often so great compared to resources that some simply throw up their hands in surrender and do nothing. Others have become hardened by insistent demands of unworthy recipients. Perhaps the answers lie in designing a benevolence ministry that is workable for your individual church; in training a committee to understand, accept, and follow ministry guidelines; and in forming the congregation through regular reporting by the committee.

Qualifications of Committee Members

The church nominating committee or the committee on committees should give prayerful and serious attention to selecting members for the benevolence committee. At first glance, the work may be seen as merely following policy set by the church. However, the work of benevolence can be performed best by those who possess a spirit of concern, act with compassion, and have demonstrated the ability to make good judgments.

What kind of person should serve on the benevolence committee? This committee needs a church member who:

1. Commits effort to the relief of human suffering
2. Sees all people as God's creation capable of redemption
3. Views benevolence work as an ongoing ministry of the church—not as an unpleasant interruption to answer unworthy requests for assistance
4. Respects the privacy of others and preserves the dignity of those who have received assistance by not disclosing their names publicly
5. Seeks to minister to both members and nonmembers without regard to color, ethnic background, sex, or spiritual standing
6. Understands and interprets to others the purpose and duties of the committee
7. Participates in committee meetings and discussions
8. Contributes joyfully to planning and achieving benevolence projects
9. Follows the example of the Lord Jesus in love and compassion for the less fortunate
10. Sees the benevolence effort of the church as a positive ministry that helps fulfill Christ's purpose for the church

Duties of the Committee

1. **Establish the amount and frequency of assistance to individuals or families.** In establishing church limits, the committee should develop:
 - Forms for requesting assistance (name, address, employment status, nature of the request, and other needed information)
 - Information brochure listing available community assistance
 - Policies concerning the types of emergency requests, requests for longer term assistance, and benevolence needs of the homebound and elderly
2. **Locate church members and community persons who can provide appropriate assistance.** The committee can use surveys, conduct interviews, ask for help from church members, and consult other resource persons in the community to discover needs. In all cases, spiritual need should be considered along with physical needs requests. The benevolence committee should recommend and develop an appropriate spiritual support system in cooperation with the pastoral staff.
3. **Work with other groups in the church which provide benevolent actions.** These groups may include Sunday School, Woman's Missionary Union, Brotherhood, or deacon family ministry groups. Functioning as a clearing house, the benevolence committee can help ensure that resources are distributed in a fair and equitable manner.
4. **Survey and determine available community agencies.** Many communities have agencies that provide assistance. Sometimes a church cannot provide the kind of help persons need, but they can refer these persons to appropriate agencies. This committee should compile a list of those community agencies. The list should describe the type of service available, the address, phone number, and contact persons

in those agencies. The committee should also seek ways for the church to cooperate with community agencies dedicated to the relief of hunger, personal calamity, or human suffering.

5. **Recommend budget request for monies needed for ministering to people.** In some churches benevolence money comes from love offerings. In the event of special needs requiring funds greater than budget authorization, the committee will recommend designated giving for benevolent actions.
6. **Investigate and administer benevolence resources as needed.** In most cases the policy should be observed that no money is given directly to persons in need. Money used to buy food, purchase gasoline, or pay utilities should be given directly to the business establishment. Many churches have established food and clothing closets to meet benevolence needs. The benevolence committee may want to share the administration of these closets with a mission organization of the church.
7. **Make reports to the church.** Periodically the benevolence committee should report to the church the type of service provided, the results of the benevolence work, and the amount of expenditures. A record should be kept of services provided. One church uses a card to record the name, Social Security number, and the type and amount of assistance provided. All actions involving members should be held in strict confidence. The benevolence committee should provide a report to the church without mention of names.

Organization of the Committee

A committee system spreads the ministry load among church membership, uses member gifts and insights, fosters harmony in ministry relationships, and builds a ministry partnership.

Benevolence is an ongoing ministry of the church. Each year the committee on committees or the nominating committee nominates individuals to membership on the benevolence committee. A committee chairperson should be elected annually from members who have served at least one year. Duties of the committee chairpersons are discussed in chapter 8 of *The Church Officer and Committee Guidebook, Revised*.

The work of the benevolence committee should be coordinated by the Church Council. Chairpersons of all church committees serve as ex officio members of the Church Council. Thus, the committee has a report and support system.

Functioning closely with the pastoral leaders of the church, the benevolence committee should recommend benevolence policies for emergency needs. Information forms will be helpful. A request for assistance should include a brief explanation of need, name and address, employment status, assets, and other help considered. Available community assistance should indicate the area of need and the agency and address designated for meeting the need. Information forms also should be developed that give some detail of the requester's background and other emergency assistance available in the community.

The benevolence committee should recommend benevolence policies for extended assistance. The committee should determine the amount of funds to be expended annually; the need for specialized designated giving; and the financial, legal, or spiritual counseling sources.

The committee also should develop benevolence policies for the elderly, homebound, and widows. The committee may develop a list of volunteers to provide assistance to members in practical living

requirements. Some churches maintain an inventory of routine repair items needed for emergency, safety, and living requirements.

Jesus told us the reward of those who follow His example of benevolence:

Come, ye blessed of my Father, inherit the kingdom prepared for you from the foundation of the world: For I was an hungred, and ye gave me meat: I was thirsty, and ye gave me drink: I was a stranger, and ye took me in: Naked, and ye clothed me: I was sick, and ye visited me: I was in prison, and ye came unto me. Then shall the righteous answer him, saying, Lord, when saw we thee an hungred, and fed thee? or thirsty, and gave thee drink? When saw we thee a stranger, and took thee in? or naked, and clothed thee? Or when saw we thee sick, or in prison, and came unto thee? And the King shall answer and say unto them, Verily I say unto you, Inasmuch as ye have done it unto one of the least of these my brethren, ye have done it unto me (Matt. 25:34-40, KJV).

Resources

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Prepared by James L. Ryan, Growth Consultant, Pastor Administration Section, Growth Leadership Department, Church Growth—Sunday Division, Baptist Sunday School Board, Nashville, Tennessee.

THE CHURCH BUILDING STEERING COMMITTEE

Buildings are critical to the mission and ministry of most churches. Well-designed, functional buildings can bless and enrich the life and work of a church for generations. Poorly designed buildings that do not function well can hinder and limit a church. Therefore, few assignments in the church carry the heavy responsibilities and create the grand opportunities that are present in the work of the building steering committee. This suggests the selection, training, and work of the building steering committee should be given priority attention and concern.

Purpose of the Committee

The building steering committee is selected to guide the church through the process of study, evaluation, planning, and building. Each of these steps is important. To do them effectively, each step must build on the results of the preceding steps. For instance, no church should begin a building project until it has engaged in comprehensive studies, adequately evaluated the data collected, and gone through the process of strategic planning. Only then does the church have sufficient information to begin facility planning. Part of the work of the building steering committee involves the challenge of informing and educating the congregation about these issues.

Committee members should exhibit unquestionable loyalty to the life and work of the church. The committee should be chosen from those who have a history of faithful support for the church. This is not a committee for fringe members; neither is it a place for the new Christian. This committee demands mature, informed, and committed church leaders.

Committee members should have personal involvement in the programs and ministries of the church. This involvement should be at a level sufficient to understand the needs, opportunities, and potential of the church's programs and ministries. Of course, not every member will be sufficiently involved in all aspects of the life of the church to serve as an authority regarding the needs in all areas. However, involvement should be sufficient to create openness and appreciation for the needs and the potential of these programs.

Committee members also should possess planning and leadership skills to enable them to "sell" the program to the congregation and organize the resources to complete the project. In addition members should have the spiritual maturity sufficient to handle the complex issues that arise in a building program and to work with divisive issues without allowing divisions to occur in their ranks. Members should be persons of prayer who know how to lay a matter before the Lord and wait for His leadership.

Committee members also should have an understanding of church-related programs and ministries rather than technical or vocational skills. A banker might bring good financial skills to the committee, and a building contractor might bring needed expertise in construction. However, neither of these persons should be placed on the committee if financial or building skills are their only qualifiers.

Duties of the Committee

The work of the building steering committee may be divided into three phases:

- Studying and surveying to determine needs and opportunities
- Planning for the church's response to these needs and opportunities

- Building to provide facilities to meet the needs and opportunities

Studying and Surveying

1. **Train and organize a building steering committee using *Planning and Building Church Facilities as a guidebook*.**
2. **Evaluate the church property and buildings.** The committee should discuss needs with key program leaders and church staff. The committee also should review cations. The committee also should make final payments to the architect and the contractor.
3. **Complete financial arrangements for the building.** This process should involve completing final details with the lending agency setting up the budget amount needed to make payments on the loan, and obtaining adequate insurance on the new building.
4. **Furnish and occupy the new building.** The committee will need to inspect all furniture upon delivery and install the furniture after the building is completed. Plans should be made to enter the new building with a high attendance campaign and an enlarged organization functioning at top efficiency. Appropriate dedication services for the new facility should be planned.
5. **Collect and store appropriately the plans of the new building.** One copy of “as built” working drawings should be properly filed for future reference. Warranties, maintenance agreements, and other pertinent documents related to the new building should also be kept in the file.

Organization of the Committee

One committee that serves as a council or a steering committee (hence the term *building steering committee*) should be established for the entire process of study, planning, and building. This group chairs subcommittees which may further divide into workgroups and sub workgroups as needed. All recommendations flow back to the building steering committee for approval and action. The size and organization of the committee should be determined by the size of the church and the complexity of the building project. People involved in planning a project usually have a strong feeling of ownership. Since building projects require broad support from the congregation, the committee should be composed of persons who provide for broad representation. Three models are suggested:

Large Church model. This model includes a chairperson, a secretary, and chairpersons of eight subcommittees: communication, church growth, church programs, property, finance, furnishings, building plans, and construction.

Medium Size Church model. The medium size church model includes a chairperson and chairpersons of four subcommittees: church growth and church programs, property and furnishings, finance, and plans and construction.

Smaller church model. The smaller church model includes a chairperson, the Sunday School director, the chairperson of deacons, the stewardship committee chairperson, and the WMU director.

The small size of a building project does not diminish the importance of comprehensive planning. Therefore, every committee will need to understand the issues involved in good planning and carefully follow through with all the details. Committees should study the details of committee assignments given

in chapter 2 and in Appendix A of *Planning and Building Church Facilities*. The work of every committee is important, and the church that abbreviates the organization will need to be especially careful not to eliminate the assignments of the deleted committees. Every assignment is important to the process and if an assignment is eliminated, an essential aspect of planning may be bypassed. The results can be costly both in dollars and in the failure to provide needed space.

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Prepared by Gwenn E. McConnick, director, Church Architecture Services, Baptist Sunday School Board, Nashville, Tennessee

CHURCH COUNCIL:

HOW TO START A CHURCH COUNCIL

Why is a Church Council necessary?

The Church Council should serve as the channel through which various church organizations, church committees, and church staff coordinate work into a total church program. The work of the council is advisory and at the same time serves as a bridge between the church body and the recommendations (made through the Church Council) for various church organizations or committees. Actual plans “set in motion” should be carried out by the appropriate committee or organization. Care should always be taken to keep a Church Council from becoming an administrative or legislative group.

Who is on the Church Council?

The council is composed of any or all of the following as determined by the church: Pastor, Sunday School director, Discipleship Training director, WMU director, Baptist Men director, deacon chairperson, Library/Media director, church staff members, and those who would be ex officio members. The pastor usually serves as chairman of the Church Council.

How to begin?

Step 1

Call a meeting of the prospective Church Council members. Emphasize the importance and benefits of a Church Council. Actions the Church Council will lead the church in are to:

1. Help the church understand its mission and define its priorities. A church needs to understand its mission and why it exists. By determining its priorities, the church can experience growth and health. The Church Council helps the church develop a positive set of church objectives. A church must give itself away and proclaim God’s saving love through a ministry to its community but at the same time seek to develop within so that its ministry may increase. This involves developing a strategy for reaching people.
2. Act instead of react. Led by the pastor, the Church Council can be the means for motivating program organization leaders to put their enthusiasm and resources behind the priority needs of the church. Stop approaching planning “as usual” and adopt the philosophy of priority planning. The Church Council shouldn’t just meet to solve problems but rather to (1) help define, (2) coordinate studies and needs, (3) recommend coordinated plans, (4) coordinate calendar and activities, and (5) evaluate progress. This should be done with a contagious spirit of faith and joy.
3. Put first things first. Certain things a church does are more vital to the growth of the church than others. A project becomes a high priority by its relationship to the church’s objectives, church and community needs and the church’s goals. The Church Council can help the church determine its priorities and get the church off the treadmill of repeating yesterday over and over again.
4. Unify church planning and eliminate conflict. This means coordinating the church calendar. The council’s membership represents various church groups each with their own assigned tasks. Together these leaders provide the church with a means of coordination, making the pieces of the church

calendar fit together moving the church forward. The church calendar is essential to avoid needless conflict in the use of the church's property and space and reduces conflicts in the use of time by preventing overloading specific weeks and months in the church year.

5. Guide the church in using resources more wisely. The church has limited resources and cannot do everything. The Church Council can lead the church to place its resources (people, time and money) at the point of need.
6. Change "they" to "we." When members of the Church Council are involved in planning, a team spirit develops flowing from the organizational leader to every person with whom he comes in contact. When people are informed about what is planned "they" will become "we." Report regularly to the church.

Step II

Interpret the nature, work and value of the Church Council to the church through church bulletins, posters, sermons and announcements from the pulpit with information on when the church will vote on activating a Church Council.

Step III

Recommend in regular church conference that the Church Council be officially organized with the authority to plan, coordinate, and evaluate the church's program.

Step IV

Call a meeting of the Church Council to begin training. Training activities build confidence, improve relationships, and produce a feeling of team spirit. This may be done by conducting a class study, a series of meetings, or by having a Church Council retreat. The agenda for training should include some of the following:

1. A discussion of the biblical basis of the church to determine the nature and purpose of the New Testament church
2. Benefits of a functioning Church Council
3. A study of the task assignments for each of the church organizations
4. A study of the duties of Church Council members and duties of Church Council officers
5. A study of how to write church objective statements, how to determine church priorities and how to write measurable goals and make positive plans
6. A discussion of how to relate to deacons, church committees, and church officers.

Step V

Lead the Church Council to plan, coordinate, and evaluate the church's program.

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THE CHURCH COMMITTEE ON COMMITTEES

Purpose of the Committee on Committees

The purpose of the committee on committees is to select, enlist, and nominate persons to serve on church committees. The major responsibility of the nominating committee, on the other hand, is to secure persons to fill positions of leadership in church programs, such as Sunday School and Discipleship Training, and to nominate persons to serve on the committee on committees. Some churches have only one committee for both functions, although this can be a large responsibility even in a small church.

Coordination and communication are the keys to effective work by both committees. The chairpersons of both committees might serve as ex officio members of one another's committee, or the secretaries of the two committees might share minutes of meetings, or the chairpersons might share only the names of persons currently being considered by the respective committees. The primary need is to know with whom each committee is talking so no church member is approached by both committees at the same time and no person is asked to take on more than one large responsibility in one year. For example, the same person should not be asked to choose between two positions of service, neither should someone be asked to be the Sunday School director and chairperson of the stewardship committee in the same year.

Two approaches to provide smoother work for these two committees is to have them meet at different times of the year and to train new members well. Since church programs tend to change leadership in the fall, the nominating committee would probably work in the spring. If committees change membership in January, the committee on committees would probably meet in the summer or fall. Also, instruction for new committee members about the work of both committees can help encourage understanding and teamwork between the committees.

An additional purpose of the committee includes reviewing the committees of the church and recommending changes. This committee also needs to reassess church policies and procedures which affect how committees work. Finally, churches which elect a young person as a member of this committee provide a unique opportunity for youth to learn about how the church does her work.

Qualifications of Committee Members

Members of the committee on committees should be nominated by the church nominating committee or the pastor and/or moderator and elected by the church. Some churches require a person to be a member of the church for a specified period of time before serving on a committee; others do not. The primary consideration for the committee on committees should be the person's knowledge of the congregation or a major segment of it so she or he can make informed recommendations of persons to serve.

Other desirable qualifications include availability to attend meetings, experience on a church committee or prior service on the committee on committees, and the ability to function as a team member and to talk with people about opportunities to serve.

Appreciation for the confidentiality of discussions about persons and their gifts for ministry is a good qualification for a member of the committee on committees. Such an attitude will encourage healthy participation in the committee's work and in conversations outside the committee about the committee's work.

Duties of the Committee

1. **The primary responsibility of this committee is to select, enlist, and nominate persons to serve on church committees for church approval.** Committee members take office at the beginning of the church year or at a time designated by the church. Some churches choose a calendar year for the rotation of committees and the beginning of the church year for program leadership changes so the committee on committees and the nominating committee are not doing the major portion of their work at the same time. During the year this committee is also responsible for nominating persons to fill vacancies as they occur on church committees.
2. **Survey the congregation about gifts and interests.** Early in its work, the committee should survey the congregation about their gifts or expertise or willingness to serve. One way to survey members is to distribute a list of committees, their job descriptions, and terms of service and to ask members to indicate their areas of interest or experience. The committee should emphasize to church members before and after they are surveyed that they are not yet enlisted for any position. Such communication prevents possible confusion because some people may think they have volunteered and, therefore, have been enlisted when they completed a survey. As committee members evaluate the job descriptions, the current membership, and the vacancies of each committee, they will have useful information from the survey about potential new committee members.
3. **Select committee members to ensure a balance of representation.** Three major considerations when choosing people to serve are to attempt to match places of service and people with gifts in those areas, to balance the membership of each committee so each represents the entire congregation as much as possible, and to enlist new persons.

Given the uniqueness of each congregation, members of the committee on committees must know the people. Each position requires certain capabilities or aptitudes so the right person needs to be asked to serve. Often, under God's guidance, the committee on committees will see potential in someone who may not have served in a given area before. Age, socioeconomic status, marital status, education, work areas, geographic location of homes, and schools—all produce groups within the church who need to be represented on committees so they will feel part of the work of the church. Additionally, selecting new church members for committees encourages their assimilation into the church family and opens the door for new possibilities and creativity.

4. **Enlist committee members.** A duty of the committee on committees which is not often spelled out involves two facets of enlisting people—the way they are approached and what they are told. Because all the work of the church is important, each person should be communicated with carefully and respectfully. He or she should be clearly told what the committee on committees is inviting him or her to do and what the process of election and service involves.

Committee members should assume that the person being enlisted does not know the work of the committee on which he is being asked to serve and the process by which the church elects committee members. The potential committee member likely does not know about the rotation system (if there is one), when or how often the committee meets, or even the people who are already on the committee. In other words, each person enlisted to serve needs to be given all of the above information before he or she is asked to respond to the invitation to be nominated. Even if the church has a training time for committees, the person needs this information before deciding to serve.

- 5. Review the number and kinds of committees and the job description of each committee.** Possible church committees include permanent committees, that is, permanent in the sense that the church always has committees functioning in these areas of responsibility, not that the members are elected to serve for life. Such permanent committees might be audio services or television, baptism, benevolence, committee on committees, flower, food service, history, Lord's Supper, nominating, personnel, preschool, property and space, public relations, stewardship, ushers, and weekday education. On the other hand, special or temporary committees serve only until their assigned task is completed; and they are often appointed by the pastor or the moderator. However, many churches instruct the committee on committees to enlist persons for these committees, too. Some examples of special or temporary committees include the building steering committee, constitution and bylaws committee, long-range planning committee, and pastor search committee.

Over time the actual practice of some committees eventually may deviate from the original job descriptions. Two committees may be duplicating some part of each other's work; or a committee may not be functioning because the need which created it no longer exists. In addition to discovering needed changes, such review informs the members of the committee on committees about the work of each committee. That information should help them to think of appropriate people to ask to serve. Recommendations about changes, additions, or deletions are the responsibility of this committee, although such review may produce no recommendations. The church may decide to create a new committee, combine some, delete others, or change a job description at any time. The committee on committees should review the committee structure annually.

The purpose of this review is to encourage healthy and peaceful change where it is needed. The committee on committees should not see itself as the arbitrary creator or adjustor of committees, but rather as a group that helps the church accomplish what she wants to do. Hence, any change should be approached prayerfully and handled judiciously.

- 6. Review church policies and procedures.** Church policies and procedures need to be reviewed to guide the committee on committees as it begins its work because members need to know church rules and how to carry them out. In addition, this committee needs to reassess those policies and procedures regarding their effect on all church committees and recommend any needed changes. Policies and procedures often exist about membership, election, terms of service, rotation, staff advisors or ex officio members, meetings, record keeping, reporting to the church, organization, budgeting, requisitioning and reimbursement of funds, and filling vacancies.

Organization of the Committee

The number of members may vary or may be the same for all church committees. Three to seven members is usually a workable number for most committees, but size is best determined by the amount of work the committee must do. Since the committee on committees functions annually and has a big job to do, it may need to be larger than some other committees. Also, committees are often rotating committees. For example, a three-year rotation would require that the number of members be divisible by three, and it would mean one third of a committee is new each year. Such systematic rotation provides both continuity and freshness on committees. In some churches the church moderator may appoint the committee on committees and/or its chairperson, or the pastor may enlist a chairperson to work with him to enlist other committee members. In whatever manner the committee on committees is formed, members should always be approved by the church to serve.

This committee needs a chairperson, a vice or co-chairperson, and a secretary. The chairperson may be nominated by the church nominating committee. The chairperson may then enlist a vice-chairperson and a secretary from among the committee members. Or the committee may elect members to serve in those capacities.

The chairperson sets the pace and tone of the committee's work. He or she must:

- Understand the work of the committee
- See that members understand their work
- Arrange for a meeting place
- Schedule and conduct meetings
- Set the agenda
- Assign responsibilities
- Oversee the work of the secretary and the members
- Report to the church

The vice or co-chairperson supports the work of the Committee on Committees chairperson, substituting for him or her when necessary. The secretary should keep minutes of each meeting carefully recording names of persons as they are contacted for service in different positions. The complexity of this committee's work cannot depend on the memories of the members; accurate records must be kept.

The pastor or moderator, other ministers as determined by the church, or the nominating committee chairperson may serve as ex officio members of the committee on committees. The purpose of ex officio members is to encourage their knowledgeable contributions to the work of the committee because of the positions in which they serve.

They are therefore full-fledged members of the committee, though not necessarily leaders of the committee. In some churches ministers are assigned as staff advisors to specific committees; in such cases, the church determines the staff member's role on the committee.

The use of committees provides one method for getting the work of the church done, but it also gives persons opportunities to grow as servant leaders as they accept responsibilities and carry them out. Therefore, the committee on committees should see its work as a divine task to be carried out prayerfully and humbly for the sake of the church and each individual.

Resources

Church Administration, August issue.

James A. Sheffield and Tim J. Holcomb, *Church Officer and Committee Guidebook*, Revised. Nashville: Convention Press, 1992.

James L. Sullivan, *Southern Baptist Polity at Work in a Church*. Nashville: Convention Press, 1987.

Prepared by Irene Vinyard Bennett, education consultant and adult teacher, First Baptist Church, Augusta, Georgia.

THE CHURCH CONSTITUTION AND BYLAWS COMMITTEE

Purpose of the Committee

The church constitution and bylaws committee is an ad hoc committee whose purpose is to prepare and recommend a constitution and set of bylaws to the church for approval and use. A constitution represents the basic rules of action related to the function and control of the church. Bylaws are written guidelines that have been agreed on by church members concerning the regulation and direction of the church's affairs.

A constitution should include a preamble, a statement giving the legal church name and address, a statement of faith, a statement of relationships with other bodies, a statement of covenant between members, a statement on how to amend the constitution, and a statement on how to adopt the constitution.

The bylaws should include a section that details how a person joins or leaves the church and the rights of members; a section listing the church officers and explaining their basic duties; a section on church meetings that explain the purpose of the various meetings and how they are to be called; a section on the administration of ordinances; a section that discusses the purpose and organization of the various programs, councils, and committees; and sections that explain the official church policy on licensing and ordaining ministers, counting and banking church funds, making amendments to the bylaws, and adopting the bylaws.

Qualifications of Committee Members

Members of the church constitution and bylaws committee should be church members who are selected by the nominating committee and approved by the church. Seven to nine people are an ideal size for this committee.

Church constitution and bylaw committee members should have wide respect among the fellowship, should demonstrate a growing Christian maturity, and should have been church members long enough to have some sense of the overall purpose and policies of the church. A lawyer in the church who has all of these qualifications and knowledge of not for profit law might make an ideal committee member. Special care should be given to making sure that the committee reflects a broad spectrum of the church, including members of every adult age group.

Duties of the Committee

The committee should first contact the secretary of state in their state to obtain a copy of the Non for Profit Incorporation Act. The second duty of the committee is to contact other churches in the area to obtain copies of their church's constitution and bylaws to serve as examples. After careful study of the local state Non for Profit Incorporation Act and the other models, the committee should begin doing the following specific tasks:

1. **Determine content for the constitution and bylaws.**
2. **Locate and compile all written copies of policies and procedures the church has already approved.**

3. Interview all program leaders, council chairpersons, committee chairpersons, and staff to discover what policies and procedures are being used that haven't been written down.
4. Codify all policies and procedures that are being used but haven't been written down as discovered by the interviews conducted in step 3.
5. Compile and assimilate a comprehensive first draft document for committee consideration of a proposed church constitution and bylaws that consists of existing written documents already approved by the church, written documents of policies and procedures being used but not yet formally approved by the church that were discovered by the interviews, and written sections of documents from other churches the committee thinks should be included.
6. Agree on a comprehensive first-draft document.
7. Take the comprehensive first-draft document, section by section, back to the program groups, councils, committees, and staff affected by the documents to obtain additional input.
8. Make necessary changes to each section of the document after completing step 7 and agree on them in committee.
9. Bring each section of the completed document to the church for approval and implementation.

Organization of the Committee

A constitution and bylaws committee chairperson should be appointed by the nominating committee at the time the constitution committee is elected by the church. The committee chairperson, after discussion with an assigned staff member, should call the first meeting. During the first meeting the committee should agree when to meet, where to meet, and how often to meet. The committee should meet every other week until the job is completed. Various assignments for interviewing can be made at the first meeting after the format for compilation has been discussed.

When the church finally adopts a constitution and bylaws, the church constitution and bylaws committee will cease to exist. After the committee completes its tasks and the constitution and bylaws have been approved and adopted, the Church Council should make yearly evaluations and recommendations for necessary changes.

Church Constitution

The following is a sample of a church constitution:

Sample Church Constitution

Preamble

We declare and affirm these principles in the light of the Holy Scripture to govern the body in an orderly manner. These principles will preserve the liberties of each individual church member and the freedom of action of this body in its relation to other churches.

Article I Name

This body shall be known as the _____ Baptist Church of _____ (city), _____ (state) using facilities located at _____ (street address).

Article II Objectives

Our purpose as a local body is as follows:

1. To worship God as a fellowship of believers, in the power of the Holy Spirit, under the lordship of Jesus Christ.
2. To minister to each other and to all the world.
3. To lead the lost to a saving knowledge of Jesus Christ both at home and around the world.
4. To nurture Christian growth through preaching, teaching, and fellowship.

Article III Statement of Faith

The Holy Bible is the inspired Word of God and is the basis for any statement of faith. The church subscribes to the doctrinal statement of The Baptist Faith and Message as adopted by the Southern Baptist Convention in 1963.

Article IV Relationships

We are governed by the Lord Jesus Christ, who is the Head of the body, the church, as He shall reveal His leadership to us through the Word of God and the Spirit of God. This church is subject to no other ecclesiastical body, but it recognizes and sustains the obligations of mutual counsel and cooperation which are common among Southern Baptist churches. Insofar as is practical, this church will cooperate with and support the _____ Baptist Association, the _____ (state) Baptist Convention, and the Southern Baptist Convention.

Article V Covenant

We, the members of the Baptist Church, _____ (city), _____ (state) having been led, as we believe, by the Spirit of God, to receive the Lord Jesus Christ as our Savior, and on the profession of our faith, having been baptized by immersion in the name of the Father, Son, and Holy Spirit, do now, in the presence of God and this assembly, enter into a covenant with each other, as one body in Christ. We, therefore, agree, by the help of the Holy Spirit and with the Bible, the inspired Word of God as our guide, to walk together in Christian love; to strive for the advancement of this church; to promote spirituality; to sustain its worship, discipline and doctrine; to observe the church ordinances of believer's baptism and the Lord's Supper as authorized by our local church; to contribute cheerfully and regularly of God's tithes and our offerings to the support of the ministry of our church and to the spread of the gospel to all nations. We agree to encourage personal and family devotions; to educate our children according to our faith; to seek the salvation of the unbeliever; to be just in our dealings, reliable in our responsibilities, and an example to those around us; to abstain from the sale and use of alcohol, drugs, and other substances harmful to our bodies, which are the temples of God; to use our influence to combat the abuse of all such harmful substances; and to work untiringly for the advancement of the kingdom of our Savior by witnessing in words and actions.

We agree to walk in Christian harmony and watchfulness, giving and receiving assistance with meekness and affection; to pray for one another; to help each other in sickness and sorrow; to be slow to get angry; to always be eager for reconciliation, seeking it without delay. We further agree that, when we move from this area, we will as soon as possible unite with some other church where we can carry out the spirit of this covenant and the principles of God's Word.

Article VI Amendments

Changes in this constitution may be made at any regular business meeting of the church, provided that copies of each amendment have been presented in writing at the previous regular business meeting, that a written copy of the amendment has been published at least twice in the weekly church newsletter prior to being voted on, and that written copies have been made available in the church office to the church membership. Amendments shall be passed by two thirds vote of all members of the church present and voting.

Article VII Adoption

Section 1—This constitution shall be considered adopted and in immediate effect if and when two thirds of the members present and voting at the business meeting at which the vote is taken shall vote in favor of same. This vote shall be taken not less than 30 days after formal presentation of the constitution to the church.

Section 2—This constitution abolishes, supersedes, and takes the place of any constitution, rules, and bylaws and amendments that preceded it.

Section 3—A copy of this constitution and bylaws shall at all times be kept by the church clerk and another copy shall be kept in the church office. All amendments and revisions shall, after passage by the vote of the church, be prepared by the church clerk and incorporated in the constitution and bylaws and made available to church members on request.

Church Bylaws

The following is a sample of church bylaws:

Article I Membership

Section 1. Members—This church is comprised of persons who profess a personal faith and believe in the Lord Jesus Christ, have received baptism in a Southern Baptist Church according to the New Testament, and actively follow the Lord Jesus Christ in discipleship.

Section 2. Voting Rights of Members—Every member of the church is entitled to vote at all elections and on all questions submitted to the church in conference, provided the member is present. Proxy voting is prohibited.

Section 3. Reception—A person shall be considered a member upon approval of the church membership report containing that person's request for membership. A person may be received for membership by any of the following ways:

1. By profession of faith. A person publicly confessing personal faith in the Lord Jesus Christ, giving evidences of a regenerate heart and adopting the covenant and the articles of faith and practices held by the church, shall, upon baptism be admitted into the fellowship of the church.
2. By statement. Any person who has been baptized upon profession of faith in a Southern Baptist church but who, because of loss of records or similarly unavoidable circumstances, has no regular letter of dismissal, may be received into membership after giving satisfactory evidence of a regenerate heart, Christian conduct and scriptural faith. Any person presented for membership who has been

baptized by immersion in a Southern Baptist church of like faith and order shall be received by statement.

3. By letter. Any person from another Southern Baptist church of like faith and order may be received into membership upon receipt of letter of transfer from that respective church.
4. By baptism from another denomination. Any person who professes a personal faith and belief in the Lord Jesus Christ and actively follows the Lord Jesus Christ in discipleship but has been baptized by any method other than immersion in another Southern Baptist church must be immersed to become a member of this body.

Section 4. New Member Orientation—New church members will be expected to participate in the church's new member orientation program as developed and implemented by the church staff.

Section 5. Rights of Members—Every member of the church is entitled to vote at all elections and on all questions submitted to the church in conference, provided the member is present. Every member of the church is eligible for consideration by the membership as candidates for the elective offices in the church. Every member of the church may participate in the ordinances of the church as administered by the church.

Section 6. Termination of Membership—Membership shall be terminated in the following ways: (1.) death, (2.) transfer by letter to another Southern Baptist church of like faith and order, (3) acknowledgement when a member has joined a church of another faith and order and requested such action, (4) exclusion by action of this church.

Article II Church Staff and Officers

All church officers and staff, excluding non-elected staff, must be members of the church. The officers of this church shall be as follows:

- Section 1 Pastor
- Section 2 Church Staff
- Section 3 Deacons
- Section 4 Moderator
- Section 5 Church Clerk
- Section 6 Trustees
- Section 7 Treasurer

Article III Church Meetings

Section 1. Worship Services—The church shall meet regularly each Sunday morning, Sunday evening, and Wednesday evening for preaching, instruction, evangelism and for the worship of almighty God. These meetings will be open to everyone and shall be conducted under the direction of the pastor.

Section 2. Special Services—All church meetings which are essential to the promotion of the objectives of the church shall be placed on the church calendar, published in the church newsletter at least once prior to the meeting being held and announced at all services on the Sunday prior to the special service being held.

Section 3. Regular Business Meetings—Regular business meetings shall be held monthly on the second Wednesday night of every month. Matters of significant nature must be publicized as in section 4.

Section 4. Special Business Meetings—A specially called business meeting may be held to consider matters of a significant nature. Notice of the subject, date, time and location must be published in the church newsletter for the specially called business meeting at least one week before the meeting and announced at all services on the Sunday prior to the special business meeting.

Section 5. Quorum—A quorum consists of those who attend the business meeting, provided it is a regular meeting or one that has been properly called.

Section 6. Parliamentary Rules—The current edition of Robert’s Rules of Order shall be the authority for parliamentary rules of procedure for all business meetings of the church. Upon the request of any church member, the Moderator shall appoint a parliamentarian whose responsibility it will be to assure compliance with Robert’s Rules of Order, the constitution, and the bylaws.

Article IV Ordinances

Section 1. Baptism—Baptism is a symbolic act of obedience. A person who receives Jesus Christ as Savior by personal faith, who professes Him publicly at any worship service, and who indicates a commitment to follow Christ as Lord, shall be received for baptism. (1) Baptism shall be by immersion in water. (2) Baptism may be administered by the pastor or whomever he shall authorize. (3) Baptism shall be administered as an act of worship during any worship service. (4) Baptism shall be as soon as possible after the public confession of faith.

Section 2. The Lord’s Supper—The Lord’s Supper is a symbolic act of obedience whereby members of the church, through partaking of the bread and fruit of the vine, commemorate the death of Jesus Christ and anticipate His second coming. (1) The Lord’s Supper shall be observed at least quarterly, preferably on the first Sunday of the quarter. (2) The pastor, church staff, and deacons shall be responsible for administration of the Lord’s Supper.

Article V Program Organizations

All program organizations of the church shall be under church control, all officers being elected by the church and reporting regularly to the church.

Section 1 Sunday School

Section 2 Discipleship Training

Section 3 Woman’s Missionary Union (WMU)

Section 4 Brotherhood

Section 5 Music Ministry

Article VI Ministries

The church shall evaluate, plan, organize, and implement such ministries as the church deems necessary.

Article VII Committees

The church shall elect such committees as the church deems necessary. Committee members must be members of the church and will serve on a rotating basis for a three-year term.

Article VIII Church Council

A Church Council shall be comprised of all elected ministerial staff, the chairperson of the deacons, the directors of all program organizations as indicated in article V, and the chairperson of all church committees. The pastor shall serve as chairperson of the Church Council. The Church Council serves as the administrative body of the church and shall meet at least on the last Sunday of every month to calendar and coordinate the work of the church.

Article IX Amendments

Changes in these bylaws shall be made at any regular business meeting of the church, provided each amendment shall have been presented in writing at the previous regular business conference meeting, that a written copy of the amendment has been published at least twice in the weekly church newsletter prior to being voted on, and that written copies of the proposed amendment be furnished to each member present. Amendments to these bylaws shall be ratified by two-thirds vote of all members of the church present and voting.

Article X Adoption

These bylaws shall be considered adopted and in immediate effect if and when two thirds of the members present and voting at the business meeting at which the vote is taken shall vote in favor of same. This vote shall take place not less than 30 days after formal presentation of the bylaws to the church.

Resources

Word processing equipment is strongly encouraged for this committee's work. Contact the secretary of state for your state's Non for Profit guidelines.

National Association of Church Business Administration, Suite 324, 7001 Grapevine Highway, Fort Worth, Texas, 761808813 has many publications on developing church policies and procedures.

Written resources include:

Chriss H. Doss and J. Mark Baggett, *A Guide to Religious Corporations*. Birmingham, AL: Center for the Study of Law and the Church, Cumberland School of Law, Samford University, 1987.

Church Administration magazine.

Church Law and Tax Report. Matthews, NC: Christian Ministry Resources. Published quarterly.

Richard R. Hammar, *Pastor, Church and Law*, 2nd ed. Matthews, NC: Christian Ministry Resources, 1992.

Prepared by Jim O'Dillon, minister of education and administration, Ooltewah Baptist Church, Ooltewah, Tennessee.

THE CHURCH FOOD SERVICE COMMITTEE

Food service in a Baptist church is a unique ministry that requires flexibility, creativity, organization, and sensitivity. Needs for food service come from other ministries of a local church including VBS, WMU, youth ministry, Sunday School, Music Ministry, Brotherhood, deacons, and outreach. Food service includes Sunday morning coffee, banquets, meals during revivals, picnics, and the fellowship meal on Wednesday evenings.

Every area of the church is touched by food service. Those who prepare and serve seek to reach people for Jesus by providing a nutritious meal in pleasant surroundings, just as other ministries do their part by teaching or singing—yet all are one. “I planted, Apollos watered, but God gave the increase. So then neither he who plants is anything, nor he who waters, but God who gives the increase. Now he who plants and he who waters are one, and each one will receive his own reward according to his labor” (1 Cor. 3:68, NKJV).¹ Food service is a rewarding ministry which combines the physical and spiritual.

Purpose of the Committee

The purpose of the food service committee is to see that the total food service operation of the church is administered effectively and meets the needs of the church. In some churches this will mean the committee has the primary purpose of supporting the food service director. Often the food service director is a member of the church staff; in other churches the committee will be charged with doing the work required and/or recruiting volunteers as needed. Still other situations will be somewhere in between where the church employs someone part time to prepare meals but relies on the food service committee for much of the other responsibilities. To function effectively the food service committee should carefully study both the duties of the food service director and those suggested for the committee. All duties should be evaluated based on the individual church situation to ensure that all needed work is covered.

Qualifications of Committee Members

Committee members should be selected on the basis of their interest, training, and experience. The work of the committee requires persons who have a desire to serve the church by using their abilities in food service. The range of work assigned to this committee creates a need for persons of widely varying skills. Committee members should have the skills to plan and prepare meals for large groups, to evaluate kitchen facilities, to coordinate schedules, and to write policies. They should also have the creativity to serve an attractive and pleasing meal. Persons are needed with strong communication skills both to work with support staff and to work with church members. Those who serve on the committee should be flexible and willing to adjust to special requests that will occur. Undergirding all of the qualifications is the need for persons with a servant attitude who will see food service as a way to use the gifts they have been given for building up the body of Christ.

Duties of the Committee

1. **Consult with church leaders to determine the food service needs of the church.** The committee should list all events and situations that occur on an annual basis where food is served at the church. When the list is completed, church leaders may be surprised at the amount of food service that occurs.

¹ From the New King James Version. Copyright © 1979, 1980, 1982.

The list should be inclusive regardless of whether the food service committee has any direct role in the event. The intent is to determine the scope of the food service operation. The committee should move beyond the list to discuss overall food service needs with church leaders and to determine what is required to support the ministry of the church.

2. **Recommend food service to be provided.** Once the needs are determined, the committee should recommend to the church the appropriate food service. The recommendations should be discussed and adopted by the church. All church programs, committees, and staff members who have food service needs should be consulted in making these recommendations. The property and space committee and budget planning section of the stewardship committee or the budget planning committee should be involved as early as possible if recommendations will involve major changes in equipment or any remodeling.
3. **Develop and recommend policies and procedures related to food service.** This is perhaps one of the most important duties the food service committee has. Well defined policies help eliminate confusion and dissension. The number and kind of policies needed will vary from church to church, but most churches will need to address the following areas:

Kitchen operation. Written policies and procedures should specify how the kitchen is to be used. This should include the use of food supplies and paper products kept on hand, guidelines for notifying the committee of shortages, any restrictions on food preparation, and what is required for cleanup and disposal after a meal.

Meal scheduling. Someone must be in charge of scheduling food service. This may be best done through the church office. A master calendar should show all regular weekly food service events and any special events. All requests should be checked against the master calendar and then added if no conflict exists.

Use of facilities. This policy should be completed in coordination with the church property and space committee. The policy should provide guidelines for both church and non church use of food service areas. A church can expect to have requests for showers, receptions, teas, recitals, weddings, and other events. The church should have clear policies that specify how the food service facilities may be used for various types of events.

Other policies. As policies are reviewed or initially formulated, the food service committee should carefully consider what has happened or can be expected to happen in the church. Additional policies may be needed. If policies can be established before problems arise, they can be used to prevent disruptive situations.

4. Communicate approved food service policies and procedures to the church. No one likes to have something planned and at the last minute be told they cannot do it because it is against the policies. The committee should inform all staff members, leaders of church programs, committees, and other church members of the policies regarding food service. Communication begins with involving leaders while policies are being formulated and continues until policies are discussed and approved by the church. If non church groups use the food service facilities, they should be given written copies of the appropriate policies. Written copies of all food service policies should be in the hands of all church leaders. Printing the policies in the church newsletter or bulletin is one way to inform church members.

5. **Recommend to the personnel committee the needed personnel for the food service program.** The personnel committee has the responsibility for employing persons in this area. The food service committee should suggest to the personnel committee the type of persons needed, the duties, and other qualifications. If a food service director is not part of the support staff of the church, the food service committee may initiate a recommendation that the church employ such a person.
6. **Recommend to the budget section of the stewardship committee or the budget planning committee the money needed for food service.** The food service committee should forecast the budget needs for food service and should present the budget to the stewardship committee for budget planning committee at the appropriate time. If the church has a food service director, this duty will be assigned to the director; but the budget request should come jointly from the director and the committee.
7. **Coordinate the total food service operation of the church.** The food service committee is a service group. It exists to provide a supporting ministry that helps the overall church and individual programs. Well Planned policies can answer questions and solve many problems, but the need for coordination between various groups that have food service needs will still exist.
8. **Evaluate food service and report to the church as needed.** Ongoing evaluation is part of all committee work, but it is particularly important for food service. The food service committee should continually monitor costs, service, and quality, and efficiency. Committee members should be present at meals and be attentive to comments from others. Any problems noted should be corrected. Evaluation may also point out areas where policies should be changed, personnel added, or equipment and facilities upgraded.
9. **Assist the food service director.** The committee should be the primary resource for the food service director. The committee should provide assistance, guidance, suggestions, and support. Normally a food service director will be on staff if a church has regular meals such as a fellowship supper as a part of the Wednesday night program. Other meals or banquets will often be provided for various groups and a charge made for these events. In these situations the committee can provide assistance in recommending menus, making suggestions on the type of food to be served, and determining the price for meals.
10. **Assist in planning for an efficient system for making reservations and collecting money for meals.** This may be a church office responsibility but the food service committee may be asked to help in having someone available to collect money for meals and particularly the Wednesday supper. The committee will want to be sure that an effective system is in place so an accurate count of reservations can be made in time for meal planning.

Duties of the Food Service Director

All churches will not have a food service director. Those who do have a director will not necessarily assign all of the following duties to that person. The food service committee should evaluate these duties carefully to ensure that the director's job is clearly defined or that, in the absence of a director, all needed responsibilities are managed by the committee.

1. Supervise and manage all kitchen and food service areas where food is prepared and served.
2. Coordinate the purchasing of food and kitchen supplies.

3. Plan and oversee the preparation and serving of meals and refreshments. Menu planning should take into account the most recent information available regarding health and nutrition.
4. Maintain and coordinate the schedule of food service and kitchen use.
5. Supervise the cooks and kitchen helpers, designate their work, recommend to the food service committee the employment and/or dismissal of kitchen personnel.
6. Be responsible for day-to-day freezer inventory.
7. Be responsible for the maintenance of equipment.
8. Be responsible for an end of year inventory to be used and balancing the budget.
9. Serve on the food service committee as an ex officio member.
10. Work with the financial secretary, church administrator, or other designated person in keeping necessary records. A food service report listing food items, paper goods used, all labor costs, and details of each meal could furnish adequate records for month month balancing of the budget.
11. Offer suggestions to the food service committee for the improvement of the church's food service.
12. Implement church policies regarding the proper use of church facilities related to food service.
13. Make annual budget recommendations to the church budget committee through the food service committee.

Special Duties

The work of the food service committee and the food service director has related to a position many churches have called church hostess in past years. The following duties have been additionally related to the position of church hostess. They would be assigned to the food service committee or food service director unless otherwise specified by the church.

1. Approve the use of catering services for weddings and other special events, and communicate church policies to outside groups.
2. Supervise and enforce policies regarding the use of the church parlor; the bride's and groom's rooms; or any other rooms being used for weddings, receptions, or other events. If the food service director is given special responsibilities requiring his or her presence at weddings or other events, charging a reasonable fee to be paid to the director for this service is appropriate. The committee should evaluate the simulation and make the appropriate recommendation as part of church policy.
3. Administer the church policy regarding bridal and baby showers. The church should have a policy regarding how and for whom showers will be provided.

Organization of the Committee

A recommended number of committee members is between 3 and 12 persons. Volunteers should be enlisted for decorating tables or helping with serving large meals. A rotating committee structure as suggested in the *Church Officer and Committee Guidebook*, Revised is highly recommended. A rotation system allows for fresh input from new members and guards against members wearing themselves out by being on a committee for an extended time. A chairperson is necessary to organize the committee,

call the committee together for various meals/events, keep the task fun, keep the focus clear, and most importantly, keep morale up.

Checkpoints for Effective Committee Work

The purpose of the food service committee is to see that the total food service operation of the church is administered effectively and meets the needs of the church. Accomplishing this task will often require coordinated work with a food service director or other support personnel. The following checkpoints are suggested to allow the committee to double check its planning and help ensure that all areas of work are assigned.

___ Have the purposes for providing food service in the church been established, interpreted, and understood by church members?

___ Have policies and procedures been approved for the ongoing operation of the food service program in the church?

___ Have these policies and procedures been communicated to key leaders and other church members?

___ Have job descriptions been written for employed kitchen personnel?

___ Are volunteer workers properly instructed when enlisted?

___ Has responsibility been assigned for menu planning, food purchasing, and preparing and serving food?

___ Are equipment, supplies, and facilities adequate to meet the food service needs of the church?

___ Are adequate controls in place to ensure that those food service events that are expected to pay for themselves do in fact produce the net return needed?

___ Are provisions made to ensure that sanitary requirements are met?

___ Is adequate supervision maintained in the food service operation?

___ Are periodic inspections scheduled to ensure compliance with established policies and regulations related to food service?

Resources

Church Administration magazine

This monthly magazine has a regular feature called “Your Church Kitchen.” Various tips, suggestions, and recipes are included. The church office or church media center should have a file of back issues.

See the September issue for a cumulative index of articles.

Marvin Myers, *Managing the Business Affairs of the Church*. Nashville: Convention Press, 1981, reprinted 1992.

Bryce Powers, ed., *Church Administration Handbook*. Nashville: Broadman Press, 1985.

Prepared by Mary Lou Herald, food service director, First Baptist Church, Snellville, Georgia.

THE CHURCH FLOWER COMMITTEE

Purpose of the Committee

The primary purpose of this committee is to provide flower arrangements or other decorations that will enhance weekly congregational worship and special services. Often the flower arrangements or seasonal decorations can help set the tone for worship even before any words are spoken. Therefore, this committee should coordinate decorations with the persons planning worship services.

Seasonal changes of floral decorations remind worshippers of God's presence around them. Care should always be given to the appropriateness of the arrangement or arrangements, the scale of arrangement for the space, the background, and to a variety of styles and shapes of arrangements. The arrangements or decorations should not overwhelm their locations. For example, the person leading worship or presiding at special services should be easily visible.

Care should be given in providing flowers for entries to the worship service. These too can help communicate a welcome to worship services. This committee also should coordinate appropriate use or disposal of the flowers following services.

Appropriate budget should be planned for supplies, containers, and flowers. Written policies are also important aspects of this committee's work. While providing these services for the church, members of this committee receive unique opportunities to use their God Given abilities.

Qualifications of Committee Members

1. Members should have a desire to use their God given gifts and abilities to enhance the worship space.
2. Members also should demonstrate an interest in and desire to learn about arranging flowers for church.
3. Prior training and experience with flowers and flower arranging would be helpful but are not essential.
4. Members need a creative approach to using flowers; they should not be "locked into" the way church flowers have always been arranged or where they have been placed.
5. Committee members need a sense of what is appropriate and in good taste.
6. Members should possess a willingness to work as a team member.
7. Committee members need to be dependable.
8. A variety of ages should be represented on the committee; both men and women should be included.
9. Since cleaning up, putting away, shopping, budgeting, and keeping records or contacting flower donors are all essential to the smooth functioning committee, not all members would have to be flower arrangers.

Duties of the Committee

The major assignments of the flower committee include: recommend policies and procedures for acquiring, arranging, and disposing of flowers for congregational services; recommend policies related to providing flowers for sick and bereaved members; work with budget section of the stewardship committee or the

budget planning committee in requesting flower committee budget; acquire, place, and dispose of flower arrangements.

1. **Recommend policies and procedures for acquiring, arranging, and disposing of flowers for congregational services.** Written policies and procedures should be established for the above responsibilities; such policies will provide for consistency and continuity as committee members rotate. Begin by compiling a list determining which church services require flowers for decorations. Note where the flower arrangements should be placed in the worship area.

Flowers need to be purchased or acquired regularly; therefore, sources should be investigated, compared, and established. Sources might include wholesale and retail florists, grocery store chains, greenhouses, and church members' or friends' cut flowers.

Arranging the flowers should be planned and, in fact, coordinated with the purchase of flowers. Certainly the person arranging the flowers should plan for and select those used for the arrangement. Committee members will find it helpful if approximate quantities of flowers needed for one arrangement and multiple arrangements are put in writing. Arranging the flowers should be rotated and assigned among committee members, perhaps by the month, so the responsibility does not become a chore or too heavy. As an alternative the flowers could be arranged by a local florist and brought to the church when needed.

Once the flower arrangement(s) has been used for the intended services, routine plans should be made to dispose of the flowers. The flowers could be used for other events during the week, placed in a major entry near the church offices, or taken to homebound or hospitalized church members or friends. Responsibility should be assigned for each week. Follow-through is important also. When flowers left at church begin to wilt, they should be discarded and the container cleaned and put away for future use.

2. **Recommend policies related to providing flowers for sick and bereaved members.** Consistency is particularly important for this duty. Written guidelines or policies are a must. Begin by determining if sick church members will receive flowers. Then determine a criteria such as hospitalization, length of stay, and type of illness. Establish who will deliver the flowers. The person's Sunday School class members or a deacon could deliver the flowers or plant. If cost is involved, a budget with guidelines should be established.

For bereaved members determine the amount to be spent on the flowers, and if the flowers will be sent to the funeral home or home of bereaved members. The committee should also investigate options for florists and determine the best value from a cost, quantity, and design appearance.

3. **Work with the budget section of the stewardship committee or the budget planning committee in requesting the flower committee budget.** A good basis for providing a budget request is a detailed record of expenditures for the current year. Evaluate expenditures and determine which ones will be the same for the next year. The budget should also reflect any new or changing expenditures for the next year.

The budget should include the cost of flowers. Container needs should be anticipated and requested in the budget. Supplies such as floral foam, wire, florist tape, ribbon, and inexpensive container liners

should be included. Equipment needs might include scissors, wire, pliers, and florist cutters. Involve the entire committee in reviewing previous needs and deciding which new items should be included.

4. **Acquire, place, and dispose of flower arrangements.** The committee should determine the most economical and appropriate methods to obtain flowers. Options include purchasing unarranged flowers from a retail or wholesale florist to be arranged by a committee member. Another option would be to purchase the flowers already arranged and ready to use in the church's worship area. During the growing season for garden flowers, church members might enjoy bringing the flowers ready to use or to be arranged by the flower committee. Dried flowers in the fall and Christmas greens could also be acquired from church members. A combination of all options might actually work well and be more economical at various times during the year.

Once the flowers have been acquired, if they are not arranged, they will need to be arranged by a committee member. Assign this responsibility well in advance. Note the expanded explanation for arranging flowers contained in the first duty. Once the flowers are arranged, they should be refrigerated if they will not be used until the following day.

Placing the flowers should be studied in detail for various services in the worship area. For some services such as the Lord's Supper, twin arrangements at each side of the Lord's Supper table might be appropriate. Larger worship areas may also benefit from two or more arrangements on each side of the pulpit. For regular services, one arrangement on the Lord's Supper table or in front of the pulpit may be appropriate. For Thanksgiving, Christmas, Palm Sunday, and Easter special floral decorations in different or additional allocations may be needed. Variety in flower selections and their placement will enhance worship and eliminate some of the "sameness" experienced in the appearance of flowers week after week. Seasons of the year occurring on the exterior can be brought inside with the selection of appropriate flowers.

Obtaining and placing the flowers in the sanctuary should be assigned to committee members on a regular, rotating basis. The flowers should be placed in the worship area well in advance of services since they help prepare the hearts, eyes, and minds for worship. Lastminute preparation, adjustment, and cleanup can distract from the worship experience. Flowers can be placed in the sanctuary on Saturday if the temperature would not have an adverse effect. Otherwise, the flowers should be removed from the refrigerator and placed in the worship area just before Sunday School or an early service begins.

After the flowers have been used for church services, plan in advance for removing them. The flowers can be used for other events or locations at church, or they could be taken to homebound or hospitalized members or divided into several small arrangements to be delivered to members who need to know the church cares for them. If the flowers remain at church, a policy should be established for which day of the week they are to be discarded, who will clean up the container (or containers), and where the container(s) should be stored. A locked storage room with shelving to store containers is needed for this committee. (See "Developing a Storage Area" at the end of this brochure.)

Organization of the Committee

The committee should be composed of three, six, nine, or twelve members to allow an even number to rotate off the committee on a three-year basis. For a small church of 100 or fewer in attendance, a three-

member committee would probably function well. For churches of 100 to 300 in attendance a committee of six members would be adequate. Obviously larger churches will need 9 or 12 members.

The committee should have a chairperson selected either by the church nominating committee or the committee itself. The chairperson should have had experience working with this committee's responsibilities and should work with people effectively. Being able to delegate responsibility and involve others are also important. The chairperson should preside at meetings and coordinate work. A secretary is needed to assist with keeping minutes, making phone calls, notifying members of responsibilities, and contacting church members related to providing flowers.

Committee members should be assigned responsibility for church flowers by the month or quarter of the year. Larger committees of 9 to 12 members may need to be grouped in teams.

For larger jobs such as decorating for Christmas or Easter, the whole committee should be involved. A list of work/jobs to be done should be compiled and then assigned to teams or individual members to be completed.

Orienting and Training the Committee

Once the committee has been selected, a meeting should be scheduled to orient new members. This meeting should include an announcement of where flowers are purchased and how and where floral arrangements are done. A tour of the storage area and an explanation of supplies would also be helpful.

Training the committee should involve general demonstrations of making different styles and shapes of flower arrangements. Styles involve line or mass arrangements in traditional or contemporary designs. The shapes include triangular, fan, crescent, and hogarth floral arrangements. How to select containers, color, and flowers should be presented. The mechanics of preparing for and putting an arrangement together should be part of the demonstration.

Following the demonstration, each committee member should be allowed to practice arranging flowers. Flower arrangements should be taken to the sanctuary where they will be used. Floral designs should be discussed within the context of where they will be used.

Several training sessions at various seasons of the year should be scheduled. Arrange for decorations and flower demonstrations relevant to the season. For example, decorating wreaths and tying bows would be appropriate topics for the Christmas season.

To build confidence in new committee members, and sign them to work with more experienced members. They should work together in preparing the floral design or decorations for a Sunday worship service. Later all committee members should be encouraged to work alone on occasion.

Floral Supplies and Equipment

Flower arranging kit. A small container that can be easily carried from one area to another at church and equipped with small quantities of flower arranging supplies and equipment will be useful for committee members' work. To put together a kit for the committee obtain the following:

1. A plastic utility caddy approximately 11-by-16-by-7 inches. The caddy should be divided into three compartments and have a handle for ease in transporting. Identify the container with a label on both

sides. Use a non-washable felt tip marker. The label should include “Church Flower Committee” and the location or room number where the kit is kept.

2. Two or three gauges of florist wire. Good choices are 24 gauge for tying bows and making corsages and 18 to 20 gauge for wiring flower stems.
3. One roll each of brown and dark green florist tape
4. “Bulldog tape” for anchoring floral foam or chicken wire
5. Scissors
6. Five-inch or six-inch diagonal cutting pliers.
7. Hand pruners
8. Kitchen knife
9. Greening (ferning) pins
10. Green hyacinth picks
11. Wired green florist picks in six inch and three inch lengths
12. Six water picks for extending stems of fresh flowers when needed
13. Corsage and boutonniere pins

Floral supplies. To prepare flower arrangements and decorations for church, use the following items as a checklist and then purchase additional items the committee might need. Standard floral supplies and equipment might include:

1. Containers such as a silver urn, brass and copper containers, baskets, and pottery
2. Liners for the above containers such as plastic containers, mache liners, or glass bowls
3. Floral foam to be soaked in water for arranging fresh flowers
4. Green styrofoam for arranging artificial flowers
5. Buckets or large deep plastic containers to fill with water for fresh flowers
6. Flower stands or pedestals for flower arrangements
7. Wood bases for containers
8. Wreaths (Christmas silk, straw, and grapevine) to decorate for various events, artificial Christmas garland
9. A variety of sizes of candle holders in several materials (wood, brass, glass) to use with flower arrangements and candles as needed
10. A variety of artificial flowers and foliages to use to create “permanent” arrangements in entries and areas outside the worship center
11. A variety of ribbon or bows to use for various seasons

Developing a Storage Area

Ideally the flower storage area should be near the worship center. The size will depend not only on the size of the church and its decoration storage requirements but also on the space available. Steps should be taken to provide storage. These steps include determining what will be stored and how much space is needed. Next look for possible storage locations. If space is limited, consider two different locations. One could be near the worship area for items used regularly, and another could be located farther away for items that are used only seasonally. For small churches a closet with shelves on which to store containers, permanent arrangements, and supplies will be adequate. Another wall should have a series of hooks for hanging items such as wreaths and previously tied bows. For larger churches a room at least six feet by eight feet would be helpful. The room should contain adjustable shelving such as metal utility shelving. Space should be provided for previously mentioned items and additional supplies, equipment, and larger permanent floral arrangements. Provisions should be made to hang items on one wall. Pegboard with hooks is one option.

Once storage space is in use, routinely put items in place. Keep an eye out also for items that are no longer useful and discard them.

Resources

Paul Bott, *A Roomful of Flowers*. New York: Harry N. Abrams, 1992.

Mary Forsell, *The Book of Flower Arranging: For Fresh, Dried and Artificial*. Philadelphia: Running Press, 1987.

Malcolm Hillier, *The Book of Fresh Flowers: A Complete Guide to Selecting and Arranging*. New York: Simon and Schuster, 1988.

Vicki I. Ingham, *Elegance in Flowers: Classic Arrangements for All Seasons*. Birmingham: Oxmoor House, 1985.

Maia Ronaldo and Denise Otis, *More Decorating with Flowers*. New York: Harry N. Abrams, 1991.

Shirley Monckton, *Arranging Flowers: Techniques of Floristry*. New York: Sterling Publishing, 1989.

Jane Newdick, *The Five Minute Flower Arranger*. New York: Crown Publishers, 1989.

Joanna Sheen, *The Floral Designer: Using Color and Texture in Floral Arrangements*. New York: Sterling Publishing, 1989.

Leonard Tharp and Lisa Ruffin, *Leonard Tharp: An American Style of Flower Arrangement*. Dallas: Taylor Publishing, 1986.

Prepared by Charles Businaro, chairperson of the flower committee, Immanuel Baptist Church, Nashville, and facility planner, Facilities Management Department, Baptist Sunday School Board, Nashville, Tennessee.

THE CHURCH HISTORY COMMITTEE

Purpose of the Committee

In the Bible, God repeatedly urged His people to remember their heritage. Through Isaiah, He declared: “Listen to me, you that want to be saved, you that come to me for help. Think of the rock from which you came, the quarry from which you were cut” (Isa. 51:1, GNB).¹ God calls church members today to look into the past to see how He has lifted them from the quarry and fashioned them into the people they are now.

A church history committee has a unique opportunity to help fellow church members discover the riches of their Baptist heritage. Churches which gain an understanding of their history will be able to use that understanding as a resource for staying faithful to pivotal Baptist principles, for solving current problems, and for planning wisely for the future.

Every church needs a history committee. A church should create such a committee if one does not exist. (Resources listed at the end of this committee help tell how to form a committee and put it to work.) And a church needs to provide basic funding essential for the committee to accomplish its task. The purpose of the history committee is fourfold: (1) to assist the church in making and keeping accurate, comprehensive records of its current life and work, (2) to gather and safeguard all historical records of the church, (3) to help the church understand and learn from its history, and (4) to help church members know and appreciate their larger heritage as Baptists.

Qualifications of Committee Members

Members of the church history committee should be selected by the church nominating committee and elected by the church. The nominating committee should be encouraged to seek out persons who have an interest in history, who recognize the value of creating and preserving records, and who are willing to work. Prospective history committee members should be informed about the committee’s duties when requested to serve.

Ex officio members should be the church clerk, the church media librarian, and the pastor or minister of education. These persons bring the following skills to the history committee: The church clerk records business meetings of the church, gathers reports, and maintains membership records; he or she is a recorder and a collector of part of your church’s history. The church media librarian can assist the committee in developing displays and providing resources for heritage emphases. The church media library may be the logical place to keep your church’s historical materials. The pastor or minister of education can help the committee coordinate its activities and plans with the church calendar and give support to committee projects.

Some of the following qualifications should be considered when selecting a chairperson: good awareness of the church’s history, ability to lead the committee in a team approach to achieve its assigned task, and a desire to guide the committee’s work in creative ways.

¹ This quotation is from the Good News Bible, the Bible in Today’s English Version. Old Testament: copyright © American Bible Society 1976; New Testament copyright © American Bible Society 1966, 1971, 1976. Used by permission.

Duties of the Committee

The major duties of the church history committee include:

1. **Locate and preserve the records and other materials of the church.** The primary task of the church history committee is to locate and preserve records and other historical materials of the church. The support and assistance of the pastor, other staff members, and the entire congregation will be needed to fulfill this responsibility. A variety of documents, records, publications, and other resources should be sought for the church historical collection. These items reveal the past and present life and ministry of the congregation. The materials can be found in many places. The committee should search the church building(s) and look in every basement, attic, storeroom, cabinet, and file. Each relevant item should be rescued. The committee could conduct a treasure hunt by developing a list of materials being sought and sharing the list with the congregation. Church members and former members should be encouraged to search their homes. A time and place for materials to be brought should be set. Encourage donations but allow for materials to be copied and returned.

A thorough search should be made for missing church minutes. Former pastors, church clerks, and other members may have copies of missing minutes. Relatives or friends of deceased pastors and church clerks may be contacted. The associational office and state Baptist historical collection may have records of your church. The state Baptist historical society may have microfilmed your records at some earlier time.

Other information sources in your locale should be checked. Documents such as birth and death certificates, deeds, and mortgages may be found at the county courthouse. The files of local historical societies, libraries, and newspapers may have information about your church. Some of the following materials should be in your church's historical collection:

- The minutes of the business meetings, program organizations, deacons meetings, and so forth are the most basic historical records of the church. Locating missing minutes should be a top priority.
- Membership records, whether kept in ledgers, card files, or computers, are of great value to the committee. Past membership records should also be kept by the history committee.
- Legal documents and financial records such as the church constitution, bylaws, charter, covenant, property deeds, budgets, stewardship committee records, audits, and other legal and financial documents are important and should be safely stored for reference.
- Church publications such as Sunday bulletins, programs of special events, church newsletters, membership directories, published church histories, and fliers and brochures relating to revivals, stewardship campaigns, anniversaries, and dedication services should be kept by the committee.
- Church files including correspondence of church leaders, members, and committees reflect the themes of the church's programs and emphases. Biographical data on the church staff, information on church ministries, and other noncurrent files should be transferred to the history committee.
- Pictures; audiovisuals; videotapes; photographs; slides; motion pictures of church buildings, pastors, leaders, and events; and other miscellaneous materials should be collected. Newspapers clippings, diaries of and/or oral history interviews with former pastors or members, and audio or video recordings of worship services and other events comprise a sampling of other collectible materials.

- Selected artifacts will add a personal touch to the collection. Items such as a brick from the original building, old hymnals and offering plates, and the first pulpit will be of interest.

Copies of any histories already written about your church, association, state convention, the Southern Baptist Convention, and other Baptist bodies and agencies also should be included in the selection.

The church history committee can take several key steps to protect church records after locating them:

Microfilm the records. The most completely adequate way to safeguard your church's historical materials against loss is to microfilm them. Lead your church to microfilm its minutes, membership records, bulletins, newsletters, and other selected materials. The cost is too small to be a barrier to any church. For a small fee, the Historical Commission, SBC, will microfilm your church's records.

Create a history room or special place in your church media library to keep the records. Church approval should be obtained for the location. The collection room should be as environmentally controlled as possible; avoid excessive temperatures, humidity, light, dust, and bugs. Supply the room with sufficient shelving, filing cabinets, and display cases.

Use acid free folders and boxes for storing permanent records. Arrange for current records to be recorded on acid free paper. The acid content of regular paper eventually results in deterioration. Preserve valuable records now on poor quality paper by photocopying them on acid free paper. Use this same procedure for clippings and scrapbooks. Write the Historical Commission, SBC, for the names of vendors who sell acid free folders and storage boxes.

Protect your records against abuse by church members and other users. The greatest danger to church records is not fire or flood; it is careless people who abuse, lose, or dispose of them. Therefore, access to the records needs to be controlled by the history committee and/or the church media librarian assigned to care for them. Positively, the history committee needs to educate church members regarding the value and responsible use of the records.

2. **Develop and recommend to the church policies and procedures regarding its historical materials.**

Since a major function of the church history committee is to coordinate the acquiring, arranging, storage, and use of important church records, the committee needs to develop, recommend, and obtain church approval for policies and procedures relating to the materials. These policies should provide guidelines on such questions as the following:

- Who will keep up-to-date files of current records, such as bulletins, newsletters, and minutes? On what schedule should these files be turned over to the history committee for permanent preservation? A policy should specify that church minutes belong to the church and not to the clerk assigned to take and record them.
- Where will church records be preserved—a special history room or the church media library?
- Who will coordinate the preservation and use of the records?
- What procedures will be followed to maximize the preservation of all church records?
- Who will have access to the records and under what conditions?
- What kinds of ways may the records be used?

3. **Communicate the heritage of the church and of Baptists at large.** The church history committee is also responsible for communicating Baptist heritage to church members. Examples of communication projects which your committee can sponsor include:

- Write and publish a church history. Every church, whether 10 years or two centuries old, needs a written history of its life and work. This is one of the best means of communicating the church's heritage to new and old members. Secure church approval for producing a history. Plan ahead. Ample time must be allowed for planning the project, selecting the writer, securing the funding, research, writing, verification, editing, and obtaining estimates from printers and publishing. The history committee should work closely with the writer in reviewing the proposed outline for the history. It should approve format, length, content, and publisher. The committee should develop and implement an effective plan for promoting use of the published history.
- Celebrate anniversaries. The history committee should lead the church to plan and implement a meaningful anniversary celebration at least every 10 years. A church may make the history committee responsible or may appoint a special anniversary committee including the history committee chairperson, pastor, church program leaders, and others. In either case, the history committee needs to give its full support to planning and implementing the anniversary occasion.
- Record oral history memoirs. Few churches have all of their records from their beginnings to the present. And written records often contain inadequate information concerning significant developments in the life of the church. One way to help fill these gaps is oral history. By tape recording the reminiscences of church leaders, former pastors, and longtime members, the history committee can procure a wealth of data not otherwise available. The committee may assign this project to a subcommittee, and it may need to enlist others to help conduct the program.
- Develop displays and exhibits. Through displays and exhibits, the committee can teach church members about their heritage. Exhibits should be a normal part of church anniversary celebrations and of Baptist Heritage Month in June. The committee may enlist the assistance of the church media library director or others with special skills to help plan and develop exhibits.
- Dramatize history. Drama is one of the most effective ways to communicate local church heritage. Perhaps no device equals the excitement or inspiration of a good pageant. The history committee should recommend and get the church's support for a drama. Some kind of drama is possible for any church. By enlisting the script writer, director, and production manager a year in advance, the committee can help establish a realistic production schedule. The writer should have access to the church's historical collection and may need assistance with research to obtain data for the script.
- Use historical photography. Every church should be able to document and illustrate its history with pictures. Collecting photographs of the history, life, and work of the church is an important task of the history committee. This involves both collecting pictures of past events and arranging for photographs and videotapes to be made of current activities.
- Conduct an annual Baptist heritage emphasis. The Southern Baptist Convention has designed June as Baptist Heritage Month. By promoting such an emphasis each year, your committee can help the members of your church gain a greater understanding and appreciation for the heritage of their church and denomination. The Historical Commission, SBC, which sponsors this annual emphasis, suggests an annual theme and provides support materials.

- Distribute and study Baptist heritage materials. The Historical Commission, SBC, makes available for purchase four series of pamphlets designed for use by church members and prospects: “Understanding Southern Baptists,” “Foundations of Baptist Heritage,” “Shapers of Southern Baptist Heritage,” and “The Baptist Heritage Series.” Consider using these pamphlets as bulletin inserts during Baptist heritage emphases in your church. Use them in new member orientation classes and in special Baptist heritage study classes. The Historical Commission, SBC, also offers for purchase two series of videotapes (six tapes per series): “Meet Southern Baptists Series” and “Baptists in America Series.” Your committee can use these audiovisuals to help acquaint your church members with their Baptist heritage.
- Develop a Baptist biography project. The history of a church is far more than the record of an organization. It is the story of people who have established and maintained a witness for Christ. By collecting biographical data on pastors and other leaders who have contributed significantly to the life and work of the church, the history committee can develop a valuable resource for the story of your church. Baptist biography data forms may be purchased from the Historical Commission, SBC.

Organization of the Committee

The church history committee should consist of a chairperson and 3 to 12 members, depending on the size of the church, including as ex officio members the church clerk, church media library director, and pastor or minister of education. Committee members may be elected annually. Or a church can use a system of rotation in which members are elected to three-year terms. The committee will need to meet as often as necessary to coordinate the church’s history work. The best results will occur when the committee meets at least six times per year. Monthly meetings may be required when working on special time-consuming projects. Since the committee has a fourfold purpose (see first section of this committee help), an effective way to organize the committee is to assign one fourth of the members to coordinate activities relating to each of the committee’s four tasks. This approach will assure that the committee carries out its total purpose. To accomplish its work, the history committee must relate closely to particular individuals and groups, both within and outside the local church. These include the church clerk, church media library director, church office and staff, church photographer, associational history committee and/or historian, state Baptist history agency, Historical Commission, SBC, and the Southern Baptist Historical Society. (For information about the Society, write the Historical Commission, SBC)

Resources

The following items are available from the Historical Commission, SBC, 901 Commerce Street, Suite 400, Nashville, Tennessee 372033630. Order toll free 1-800-966-BAPT.

“Making History Series”—A set of six videotapes (five focus on the work of the church history committee; one relates to the history program of a Baptist association).

Resource Kit for Your Church’s History—This kit contains a *Church History Committee Handbook*, 10 how-to pamphlets for your church’s history, and 12 other helpful items.

Prepared by Charles W Deweese, assistant executive director, Historical Commission, Southern Baptist Convention, Nashville, Tennessee.

THE CHURCH LONG-RANGE PLANNING COMMITTEE

Long-range planning is a process of charting a road map for the church to follow into the future. The process should be highly people centered and directed toward helping the church become the ministering family of faith that accomplishes what the congregation can best understand to be God's purpose for that church. Long-range planning must be the work of the congregation if it is to make a significant contribution. This means that throughout the process the congregation must feel that what is being developed and what is approved is the collective dream or vision for the church. The significant group to lead in the development of the plan is the long-range planning committee elected by the church. A long-range planning committee is a special, rather than a standing committee. Prior to selecting a committee the pastor and church leaders should lead the congregation to consider a new dream for the church and then vote to authorize the creation of a long-range planning committee.

The process of long-range planning is time-consuming and intensive. This brochure will only give an outline of the full scope of the work. The church should obtain a copy of *Planning for the Next Five Years in a Southern Baptist Church* to see the full process of long-range planning in detail. This and other resources are listed at the end of this brochure. Some churches may have needs other than developing a full five-year plan. Some of the resources speak to needs such as planning for one year, or dealing with a plateaued church.

Purpose of the Committee

The primary purpose of the long-range planning committee is to develop the church's program of work for several years. This period of time can range from one to five years. The focus of the committee's work should be program centered rather than just facility-centered. Unfortunately, many think of land and buildings only when considering the need for long-range planning. The responsibility of the long-range planning committee should be much broader in scope and look at all parts of the church's life and work. A part of the process will be developing a mission statement that will set the course of the church in an ultimate sense. Searching the Scriptures to discover what Christ would have the church to be and do is foundational to the process. Working plans that reflect His purpose for the church become focal in the process. Perhaps the overarching purpose of the committee is to help the people of the church discover their reason for being and chart a course for becoming what God would have them be.

Qualifications of Committee Members

Once the church has voted to do long-range planning, the next Significant step is selecting and electing the Committee. The pastor should work with the church council, deacons, nominating committee, or committee on Committees to recommend members for the committee to the church. When selecting committee members, attention should be given to qualifications. Members who represent the various aspects of the congregation's life and ministry should be enlisted. However it is not sufficient just to choose persons from various areas of the programs and work of the church. Those who serve on the long-range planning committee should have some specific personal attributes if the team is to be successful. The following ideas should be considered in the selection process.

1. Prospective members should be committed to God's calling for themselves and their church. The investment in time and energy that must be made by Committee members will require a unique commitment to the Lord and the church. Whether the person is willing to commit his resources to the process is an important consideration. Members should be expected to be committed to the process of long-range planning and be willing to pay the price in work to achieve the desired results.
2. Prospective members must be committed to the future of the congregation. No substitute can be found for a good attitude combined with a positive outlook for what can and should be accomplished by the church. Persons who are longing for the "good ole days" and trying to get back to a previous level of operation will not make good committee members. This consideration does not depend on how long a person has been a church member or how old she is. An older person who has been a member of the church for many years and combines this with a dream for the future would be a candidate. The idea to remember is that the committee is planning for the future not the past.
3. Persons should be selected who are eager for the church to grow. Reaching people for Christ should be the moving force behind long-range planning. Persons who long to see the church grow numerically and spiritually will make good committee members.
4. Members must be able to work effectively with a group. Persons who have trouble with group interaction and compromise will find serving on the committee difficult. Strong-willed persons who must have their way about everything will limit the committee. Conversely, members must be willing to speak up and express their opinions. Teamwork is an absolute essential in reaching consensus and compromises that characterize good committee work.
5. Committee members must be able to make decisions on the basis of facts and feelings. The long-range planning process will deal with both objective and subjective data. This requires members to evaluate on the basis of both facts and feelings. Members will need to evaluate factual data presented and do so in light of emotional feelings in the church. The committee should be composed of persons who can and will make decisions after carefully considering all implications.
6. Prospective persons should be open to accept the Bible for guidance, wisdom, and support. Every person on the committee should clearly understand that the Bible is the only rule for faith and practice. Committee members should be selected on the basis that they are committed to seeking God's will above everything else. All members should believe that it is His church and that they are searching for His will in the context of where the church is and what the church must do.
7. Members must be willing to commit the time required. long-range planning requires a maximum investment of time from committee members. Only persons who are willing to make the time investment should serve. In some cases consideration should be given to relieving committee members of some church duties so they will have the time to give to the planning process.
8. Members of the committee should be persons who will be heard by the congregation. This committee will make recommendations that can affect the work of the church for years into the future. Nothing will come of the recommendations if the congregation does not buy into the new vision. The committee should include persons who are leaders to whom the congregation will give careful attention.

Duties of the Committee

1. **Discover the planning needs.** Determining needs is fundamental to the planning process. To discover needs the committee must do a thorough analysis of the church and the community. The committee is divided into two study groups: church and community. Self-study and self-analysis are essential ingredients for the success of the congregation's approach to growth. The self-study is designed to help the congregation identify changes in the church and community. Surveys, observations, listening, graphs, charts, and data supply the materials that can give new vision and direction to the church.

The study groups will be trained in the use of the *Church and Community Diagnosis Workbook*. The church study group will complete a study of present and future needs of the church using the instructions and instruments mentioned in the workbook. The community study group will complete the study of the community. The two groups will consolidate the church and community studies from which they will identify immediate and long-range needs. From these needs they will compile a list of concerns that will serve as a basis for the long-range plan.

2. **Lead in setting church goals.** After the church and community study groups complete their study and analysis, the committee should translate the stated needs into goals. Goal setting is the natural extension of identifying needs. The planning group must develop a long-range church goal for each need. When fully stated:
 - Each goal will include what is to be accomplished.
 - A criteria will be set for evaluation of the goal.
 - A date for evaluating progress toward goal achievement will be stated.
 - Assignment of responsibility for evaluating the accomplishment of each goal will be clearly stated.
3. **Plan strategies for reaching the goals.** Strategies should state clearly how the committee proposes to reach the goals. Strategies should be stated with one or more action plans for each goal. The action plans tell "how" the goals will be met. Usually several actions will relate to each goal. The strategies and action plans will be developed by the same work groups that determined the goal.
4. **Complete the long-range planning process.** This responsibility involves carrying through the work of leading the church to adopt the plans. The committee must communicate to the church the goals, strategies, and action plans. These should be presented for full discussion and voting. Key leaders in the church must be committed to the plan.
5. **Establish an evaluation and implementation process.** While the long-range plan will include action plans, these actions plans are still broad in scope and are not detailed plans. If the long-range plans are to be accomplished, the church organizations should do the detailed plans and accomplish the goals. To effectively evaluate the plan and its implementation, a standing long-range planning committee of approximately six persons should be elected. This committee would not replace any church organization and would work closely with the Church Council. The standing committee would have the following tasks:
 - Conduct studies to keep community data up to date.
 - Advise the Church Council of changing needs and opportunities.

- Work with the Church Council to prepare an annual progress report in achieving the long-range goals.
- Make recommendations to the church when the development of a new long-range plan is needed. The Church Council and church staff should assume responsibility for implementing the long-range goals and actions through the annual planning process. They should give periodic reports to the congregation on the progress toward reaching the goals as related to the predetermined criteria for evaluation of each goal. The long-range goals should be reflected in the annual goals and actions of the church.

A long-range committee which takes seriously the task of finding God's will for the future direction of the church will be a valuable resource to the Kingdom. The benefits of such a process are enormous.

Organization of the Committee

The long-range planning committee is primarily a special committee. The recommended number of members is based on the size of the church.

Church Membership	Recommended Number of Committee Members
0-299	8
300-999	12
1000-up	16

A chairperson should be selected. During different phases of the work the committee will need to organize itself into varying numbers of work groups. Each work group should have a group leader. At various times members of the Church Council should be asked to meet with the committee and assist in its work.

Training Committee

After the nomination and election of the committee, adequate training should be planned to equip the committee members for service. Some churches choose to have a retreat for the committee where intensive training is accomplished. The two primary resources for the process are: *Church and Community Diagnosis Workbook* and *Planning for the Next Five Years in a Southern Baptist Church*. The training phase should not be overlooked. The nature of the committee's work requires detailed study and making recommendations. The training time can help the committee see the full scope of the work in the beginning so important steps are not overlooked.

Resources

R. D. Baker, Truman Brown, Jr., and Robert D. Dale. *Reviving the Plateaued Church*. Nashville: Convention Press, 1991.

J. Truman Brown, author-comp., *Planning for the Next Five Years in a Southern Baptist Church*. Nashville: Convention Press, 1989.

J. Truman Brown, Jr., *Church Planning a Year at a Time*. Nashville: Convention Press, 1984.

J. Truman Brown, Jr., comp., *Visionary Leadership for Church Growth*. Nashville: Convention Press, 1991.

J. Truman Brown, Jr. and Jere Allen, *Church and Community Diagnosis Workbook*. Nashville: Convention Press, 1986.

Prepared by Carl Savell, pastor, First Baptist Church, Madison, Mississippi.

THE CHURCH LORD'S SUPPER COMMITTEE

Two of the several committees recommended for Southern Baptist churches exist for specific purposes related to the proclamation of the gospel and worship. These two committees are the church baptism committee and the church Lord's Supper committee. These two groups are unique because they support the observance of the two church ordinances recognized by Southern Baptist churches. The work of these committees is directly related to key elements in the faith and practice of Southern Baptist churches.

Participation in the observance of the Lord's supper is a special part of a church's regular worship service. Church members will respond positively to the opportunity to take the Lord's Supper. It is a special occasion, and its observance demands special care and planning.

Southern Baptist doctrine concerning the Lord's Supper is summarized in *The Baptist Faith and Message*: "The Lord's Supper is a symbolic act of obedience whereby members of the church, through partaking of the bread and the fruit of the vine, memorialize the death of the Redeemer and anticipate His second coming."¹

Serving the Lord's Supper is a responsibility of the pastor and deacons. The pastor has the responsibility for planning and leading the service. The roles assigned to the church Lord's Supper committee and how the committee is constituted will vary from church to church. The committee may be made up of deacons, or it may be selected from the general membership.

Purpose of the Committee

The primary purpose of the church Lord's Supper committee is to assist the pastor and deacons by preparing the elements for the observance of the Lord's Supper. In addition to the preparation of the elements, other duties related to the Lord's Supper should be considered. These are listed under additional duties and could be performed by either the committee or by the pastor and deacons. The pastor and the church Lord's Supper committee should work together to ensure that all duties are clearly assigned to the appropriate group.

Qualifications of Committee Members

When enlisting members to serve on the church Lord's Supper committee, the following qualifications should be considered:

1. Members should be Christians who have a personal interest in making the Lord's Supper a meaningful worship experience for all. In most churches there are believers for whom the Lord's supper is a deeply moving, personal time of renewal. As a result, these persons would take more seriously the committee's responsibility to give adequate planning and prep station to the observance of the Lord's Supper.
2. Members should be familiar with/those biblical passages which serve as the basis for the Lord's Supper. Such knowledge would help the committee understand the importance of the Lord's Supper to the church and individual Christians and give added significance to the committee's purpose.
3. Members should be willing to carry out assigned tasks, believing that a meaningful observance of the Lord's Supper depends on proper planning and adequate and timely preparation.

¹ Herschel H. Hobbs, *The Baptist Faith and Message* (Nashville: Convention Press, 1971), 83.

4. Members should possess a spirit of cooperation with the pastor and deacons and should be willing to work under their direction.
5. Members must be willing to be flexible in their work should the pastor, deacons, or church decide to vary the times and methods used to observe the Lord's Supper.

Primary Duties of the Committee

Committee members should work together to carry out the following duties.

1. **Assist the pastor and deacons in planning the schedule for the observance of the Lord's Supper.** Working with the pastor and deacons, the committee should anticipate the dates for the Lord's Supper to be conducted throughout the year, giving special attention to observances during high points in the church's calendar such as Christmas and Easter.
2. **Maintain an inventory of all Lord's Supper equipment and request additional equipment as needed.** Equipment includes trays for bread and juice, table coverings, glass juice cups if used, and fillers used for juice.
3. **Maintain an adequate supply of materials used for the Lord's Supper and purchase additional supplies as needed.** Non-perishable supplies can be kept in storage while perishable supplies should be purchased as needed. In addition to the bread and juice, disposable juice cups should be included as a supply item if they are used.
4. **See that all necessary Lord's Supper equipment and supplies are in place prior to each observance of the Lord's Supper.** Working with the pastor and deacons, committee members should position the Lord's Supper table and place the drink and bread trays on the table. Anticipate the number of participants and prepare the drink and bread trays accordingly. A clean, white cloth is needed for covering the table. All preparations should be completed at least one hour before the observance begins.
5. **Arrange for all Lord's Supper equipment to be gathered, cleaned, and stored after each observance.** This duty should include removing and disposing of plastic juice cups if used.
6. **Arrange for the proper storage of all supplies used for the Lord's Supper.**
7. **Clean and put back in order the area used in preparing for the Lord's Supper.** If the church's kitchen is used, the committee should be responsible for following the church's guidelines for using the kitchen.
8. **Evaluate the work of the committee by receiving feedback from the pastor, deacons, and church regarding ways to improve planning and preparation.** The Lord's Supper committee should continually look for ways to improve its work. Further evaluation will be suggested for the overall service of the Lord's Supper, but, at this point, the evaluation should be of the committee's work.

Coordinating Duties of the Committee

Observance of the Lord's Supper will require the coordinated efforts of several key groups or persons—the pastor, deacons, church Lord's Supper committee, church usher committee, and the music ministry of the church. The main element of coordination is to ensure that all responsibilities are clearly assigned. In most instances, once a standard procedure is established, the Lord's Supper can be observed as scheduled with

little or no difficulty. However, if a special observance is planned outside the normal routine, extra care should be taken to ensure that all groups know what is expected and when they are to be ready.

The following duties need to be accomplished but may or may not be assigned to the church Lord's Supper committee.

1. **Evaluate the observance of the Lord's Supper in the church.** This evaluation should be ongoing and should relate to how the church responds to the service, not to the performance of the committee. Points for consideration should include whether the service is conducted as often as needed and at the services most preferred by the congregation. In addition, the group conducting the evaluation should try to determine the congregation's response to the type of service conducted and if the meaning of the service can be enhanced.
2. **Notify deacons as needed to serve the Lord's Supper.** Deacons may be notified through a written notice or phone call, or they may be notified through an announcement at a deacons meeting prior to the planned service. Notification should ensure that enough deacons are available for the service.
3. **Meet with deacons prior to the service to coordinate the serving of the elements.** Church members will appreciate an orderly, well-conducted service. As deacons receive their trays and move to the congregation, each deacon should know exactly where to serve. The physical layout of the church should be considered. Everyone should know who is to serve the choir, instrumentalists, balconies, sound rooms, or other locations.
4. **Plan appropriate music for the service.** The pastor and minister of music should coordinate the music. While the coordination may be simple, the importance of supporting the serving of the Lord's Supper with music designed to enhance the service cannot be overemphasized. Instrumentalists should carefully select music they will use as background during the serving of the elements.
5. **Notify the church usher committee about any special needs during the service.** Ushers may be asked to adjust lighting at different times or to hold persons in the foyer and seat them later at certain points of the service. Various needs may arise during different services so reviewing with the ushers what they are to do for each service is important.

Organization of the Committee

In organizing the work of the church Lord's Supper committee, consider the following:

1. The number of members who serve on the committee may vary depending on the size of the church and the required preparation. A recommended number of members is from three to nine.
2. The committee should have a chairperson who will lead committee members to carry out the committee's purpose. The chairperson should delegate the committee's work to members and follow through with assignments. The chairperson should be elected by the church or appointed by the committee. In some churches committee chairpersons serve as members of the Church Council.
3. The committee should meet together as often as necessary to carry out the purpose assigned by the church.

Resources

For help with understanding the Lord's Supper from a theological and historical background, the following resource is available.

C.W. Keiningham, *Outlines on Christian Doctrine*. Grand Rapids, MI: Baker Book House, 1989.

For practical suggestions regarding preparing for and observing the Lord's Supper, the following resources may be consulted:

Lisa Flinn and Barbara Younger, *Creative Ways to Offer Praise: 100 Ideas for Sunday Worship*. Nashville: Abingdon Press, 1993.

Joe R. Stacker and Wesley Forbis, authors and comps., *Authentic Worship: Exalting God and Reaching People*. Nashville: Convention Press, 1990.

Donald W. Stake, *The ABCs of Worship: A Concise Dictionary*. Louisville, KY: Westminster/John Knox, 1992.

Prepared by Gerry S. Claybrook, pastor, Long Hollow Baptist Church, Hendersonville, Tennessee.

THE CHURCH NOMINATING COMMITTEE

Purpose of the Committee

The author of 1 Peter wrote, “you also, like living stones, are being built into a spiritual house” (1 Peter 2:5, NIV). This imagery is significant because church members are likened to “living stones” who make up the church. Just as each stone in a masonry wall differs from every other, each individual Christian has unique strengths, abilities, and spiritual gifts. Each Christian is different from every other Christian! Even in the most elaborate cathedral, the absence of a single stone would diminish the beauty and effectiveness of the whole. So, too, if one “living stone” does not find its unique place of service in the church, the cathedral of Christ, the spiritual house, is weakened. The Bible teaches that each Christian is spiritually gifted and called to exercise those gifts in ministry.

If the church is the cathedral and the individual members are the “living stones,” the nominating committee acts as the stone mason who places the stones in the structure of church organizations.

The task of the nominating committee is twofold. First, it looks at the organizational structure to discover where the holes are. The nominating committee is charged with finding “living stones” who will fit just right into vacancies created as church members complete their terms of office or when members, for whatever reason, must leave their position of service before their term of office expires.

The second task of the committee is to examine the “living stones” to discover the uniqueness of each one. The nominating committee must have equal regard for church positions to be filled and for the individuals who will be asked to fill them.

Every church has some organizational structure necessary for accomplishing its mission. Depending on the size and makeup of the church, the structure may be basic or complex. The nominating committee is the group of individuals in the church responsible for finding the right persons to accomplish the mission of that particular church. It does this by recommending to the church that specific people be elected to fill specific volunteer positions. These recommendations are called nominations and are made during a church conference or business session. The church may elect those recommended by the nominating committee, or, although it is rare, the church may elect others who have been nominated from the floor. The nominating committee acts as an agent of the church and is always responsible to the church for its nominations.

Qualifications of Committee Members

Since the nominating committee is charged with fitting the living stones into Christ’s cathedral, committee members must be rightly related both to Christ and to His people. Other basic qualifications would include:

1. A growing relationship with Christ
2. Faithfulness to the church and its programs
3. Sensitivity to the needs of the church and to the needs of individual church members
4. Discernment regarding the potential of church members for leadership and service through the organizational structure of the church

5. Tact in dealing with people's feeling
6. Knowledge of most of the church members
7. Willingness to be trained and to serve faithfully on the committee

Duties of the Committee

The duties of the nominating committee are in keeping with the stated purpose of the committee.

They are:

1. **Select, interview, and enlist church program organizational leaders, church emphasis program leaders, and general officers.** Church organizational leaders include the directors of Sunday School, Discipleship Training, the Woman's Missionary Union, Brotherhood, and the church music program (if that person is a volunteer). In churches with paid staff members, the staff members may enlist program organizational leaders with whom they will work in their areas of responsibility. For example, the minister of education might be assigned the responsibility of enlisting the Sunday School director and the Discipleship Training director. This should be coordinated through the nominating committee, however.

Church emphasis program leaders are the director of the media library and the director of recreation. General officers of the church include the moderator, church clerk, the treasurer, and the trustees. Deacons in Southern Baptist churches are usually nominated by the church at large or by a special committee of the deacons.

Although some churches have a committee on committees which is responsible for filling committee vacancies, in most cases the nominating committee will also be responsible for recommending committee members to the church. If this is the case, selections are usually made in consultation with the committee chairpersons.

2. **Screen and approve volunteer workers before they are invited to serve.** The nominating committee may wish to establish screening questions to ask of potential workers before they are enlisted to serve. Examples of screening questions might be: Do you sense God leading you to serve Him through the church, and are you willing to do so? Are you aware of anything which would prevent you from serving Christ and His church?
3. **Distribute the most capable leaders among the most pressing needs of the church.** Leaders should be viewed by the nominating committee as a limited resource, much like finances or time. Leaders, therefore, must be spread out to ensure that the highest priority needs are met by the most capable leaders. The nominating committee may wish to ask the Church Council for assistance in establishing the priority of needs in the church.
4. **Assist in discovering and enlisting persons to fill leadership positions.** After the church organizational program leaders are selected, they are usually invited to participate in the selection of volunteers in their program areas. For example, the Sunday School director will usually be involved in selecting division directors, department directors, and Sunday School teachers. The nominating committee, however, should approve the selections before people are actually enlisted. This can help avoid potentially embarrassing and hurtful situations.

5. Devise methods of discovering potential leaders and the gifts and abilities of church members. The searches should be coordinated with the Church Council because they will involve other organizations within the church. Christian Service Survey Forms, on which members indicate what they would like to do or what they have done in the past, may be ordered from the Baptist Book Store. Many churches have designed their own surveys, tailoring them to their unique ministry needs. Spiritual gift inventories have been used by many churches and are available from Baptist Book Stores.

In addition the nominating committee may wish to work with the Discipleship Training director to offer the Discipleship Training module *Discovering Your Spiritual Gifts* which may be ordered from the Baptist Sunday School Board or may be purchased in most Baptist Book Stores.

Encourage church leaders and Sunday School teachers to share with the nominating committee the names of persons who may be ready to assume leadership positions or who have special interests or abilities which might be helpful. The deacons, also, may have valuable information about the gifts and abilities of church members, especially if they are effectively using the Deacon Family Ministry Plan.

6. Present the names of volunteer workers to be elected by the church. Having the church elect the candidates to the positions affirms them and emphasizes their responsibility to the church for their service rendered on its behalf.

Organization of the Committee

Members of the nominating committee are usually selected in one of two ways. In some churches, the nominating committee itself is responsible for recommending replacements to the church for election to the committee. In other churches, the pastor nominates members to be elected by the church. In either case the committee should be elected by the church and care must be taken that the committee does not become self-perpetuating. In most churches elected committee members serve three-year terms with one third of the members rotating off the committee each year. Thus, the number of committee members should be divisible by three.

The size of the committee will vary according to the complexity of the organization it is attempting to staff and the size of the church. In some small churches the committee might have as few as three members while larger churches with varied ministries may elect as many as a dozen. In addition to the elected committee members, staff members and church organization leaders may serve as ex officio members who meet with the committee as needed.

The nominating committee will need to determine from the church calendar when it should begin its work. Fortunately, in most churches not every church-elected position begins service at the same time. This allows the nominating committee to pace its work. For example, if the Sunday School and other programs begin their year in October, Sunday School teachers and Discipleship Training leaders need to be elected no later than August to allow for training before they begin service. Most committees, however, begin their service in January and can be elected in October or November.

Organization leaders need to be elected in April or May if they are to participate in screening, selecting, and enlisting people in their organizations. The committee will also need to take into account that because people tend to be away during portions of the summer months, enlisting workers will often go more slowly during June, July, and August.

Procedures and Guidelines

The nominating committee will need to establish procedures by which organizations and committees in the church notify the nominating committee of vacancies which need to be filled. Usually the committee chairperson or organizational head notifies the nominating committee when a vacancy occurs.

The nominating committee must keep detailed records indicating who has been elected to what positions and when the term of office expires. This enables the committee to keep its work current and provides a means for checking the records of organizational leaders and committee chairpersons.

The nominating committee could use a worksheet which lists each vacant position and which provides spaces for the name of the person being asked to fill the position, the person's response, the name of the committee member assigned to enlist the person, and the date the person was elected by the church.

As the committee gets organized, it will need to examine guidelines established for filling positions. If such guidelines do not exist, the nominating committee may wish to formulate and submit them for adoption by the church. Guidelines might deal with such issues as:

1. **Relationship with Christ.** While this may seem obvious, a relationship to Jesus Christ is the basis from which all Christian service springs. Service offered through the church is given in gratitude to Christ and in partnership with Him. By offering our gifts and abilities to Him, we can expect the Holy Spirit to empower our efforts.
2. **Church membership.** Is church membership required for all church elected positions? If not, which positions may be filled by nonmembers? Under what circumstances, might a person be recommended to a position even though the person is not a church member? Ideally, every person elected to a position in the church should be an active member who is committed to the total programs of the church. In some cases, however, the church may deem that a specific person may fill a position even though he or she has not united with the church.
3. **A sense of God's leadership.** Obviously the nominating committee will not want to recommend that the church elect to a position anyone who does not believe God is leading him or her to accept it. For this reason, those who have been asked to fill a position should be given some time to pray and seek God's directions.
4. **A match of gifts and abilities with needs of the position.** At times the committee may be tempted to fill positions with anyone who will agree to serve regardless of their gifts and abilities. In the end, however, this approach is almost certain to fail because the person will usually not find satisfaction in doing something he or she is not gifted to do. Moreover, the church may find that the person is simply unable to perform at the expected level because his or her gifts lie in other areas.
5. **Willingness to fulfill duties of committee members.** A job description for the specific position is helpful because it allows the person being enlisted to know precisely what is expected.
6. **Willingness to participate in training.** Training is essential if a person is to be effective in his or her service.

Enlistment Guidelines for the Nominating Committee

Most of the committee's time and efforts will be spent actually enlisting workers. The following suggestions are offered specifically to nominating committee members who are attempting to enlist someone for a specific position.

1. Pray for the Holy Spirit to guide you and the person with whom you will be talking.
2. Set an appointment with the person you are seeking to enlist. An appointed time to talk says to the person "This must be important!" In contrast, catching someone in the hallway or the parking lot communicates that seeing them was left to chance and must not be that significant. You will need to use discretion in scheduling times and places to talk.
3. Present the challenge of the position in a positive way. Emphasize the need for the position and for a person committed to performing it well. Stress how the position benefits the total programs and ministries of the church and the rewards which might be expected from the service rendered. Be realistic about the position and its requirements and emphasize the training which will be offered.
4. Give the person information he or she will need to make an informed decision. This might include a job description, curriculum materials, and a schedule of training events.
5. Ask the person to pray and study the material before making a final decision.
6. Establish a time when you may anticipate an answer.
7. Call back on the date agreed to receive the answer. If the answer is no, do not try to talk the person into changing his or her mind and do not say things which might cause the person to feel guilty. Respect the person's decision.
8. Share the results with the committee.

Resources

"Christian Service Survey Form." (Nashville: Broadman Supplies, Item 438414).

Church Administration, August issue

Discovering Your Spiritual Gifts. (Nashville: Sunday School Board of the Southern Baptist Convention, 1981).

Ken Hemphill, *Spiritual Gifts: Empowering The New Testament Church*. Nashville: Broadman Press, 1992.

Bruce Powers, ed., *Christian Education Handbook* (Nashville: Broadman Press, 1985).

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CHURCH OFFICERS: MODERATOR, TREASURER, TRUSTEES, AND CLERK

The Scriptures specifically provide instruction about the election of two church offices—pastors and deacons. In addition, churches need other officers to accomplish their mission efficiently and orderly.

Regardless of the method of operation, a church needs to maintain thorough and complete records of its business. A greater potential for litigation against churches exists today than at any time in the past

Church Constitution and Bylaws

A church's constitution should describe its organizational structure, and the bylaws should provide application in more detail. A church's constitution and bylaws should establish the duties of church officers and should provide guidelines by which each church officer must act. Church officers must be careful to act only within the authority described for them by the church.

The Process for Selecting Church Officers

Several questions need to be asked and answered by appropriate church members prior to enlisting church officers. If the process is to begin and continue in an efficient manner, the following basic questions need serious consideration.

Why have church officers? Several valid reasons exist for the church's need to elect officers. The church should educate its members concerning this need. Benefits of having church officers are that this practice: saves meeting time; uses gifts, skills, and knowledge of church members; develops members; broadens participation; improves communication; and moves the church forward toward its objectives.

What qualifications are needed? A church officer must be a Christian who is a member of the church. The officer's character should be one of integrity and in good standing with other members. This person should understand the responsibilities of the office and be able, available, and willing to provide dependable service.

Like other leaders in the church, church officers must realize their important relationship with other leaders. Effective leadership most often moves collectively with consensus from others.

How should church officers be selected? The church nominating committee often is responsible for selecting potential candidates for each position to be filled. Committee members should give prayerful consideration to persons who could best serve the church in each capacity. The church then elects the nominees at the appointed church business meeting.

What is an acceptable term of office? The length of service for each church office varies. Some churches elect a selected number of all officers on an annual basis. Other churches appoint its leaders for life. The most common practice is a period of three-years of service.

Baptist churches have found that church officers and committees perform a needed service in assisting the church to perform its administrative work. The moderator, clerk, and treasurer are positions that require only one person to serve in that capacity. However, three or more trustees are usually elected.

Moderator

The constitution and bylaws should clearly state who the moderator will be and how this is decided. Many churches ask their pastor to serve as moderator. However, in other churches, the deacon chairperson is moderator of the church. Still other churches elect a moderator from the congregation for a one to three-year term.

The church constitution and bylaws should also state who will serve in the absence of the moderator. Often when the pastor serves as moderator, the deacon chair person will preside. If none of the designated persons who serve as moderator are present, the church clerk can call the church to order and elect an acting moderator. This action should be stipulated in the church constitution and bylaws.

Principal Function of the Moderator

The role of the moderator is to facilitate the work of the church through the most harmonious route.

Duties of the Moderator

The basic functions of the moderator are listed below. The moderator will enhance his or her important contribution to the church by facilitating the incorporated suggestions and guidelines under each function:

1. **Work with the other key leaders and church staff to develop an agenda for the business meeting.** An agenda should be published so church members have appropriate information. This enables members to become more involved in the church's business life.
2. **Maintain the church fellowship.** The moderator should resolve as many potential conflicts as possible outside of the church business meeting. The moderator also should maintain unity with people of different views, ideas, and convictions. The moderator should treat all persons fairly.
3. **Conduct orderly church business.** The moderator should follow the instructions of the church constitution and bylaws, which should state clearly the duties of the position and how the moderator relates to the church as a whole. The moderator should use either *Robert's Rules of Order* or another accepted guide for parliamentary procedure. If variations are used, the moderator should request the church's approval. The moderator should insist that motions be stated and seconded before discussion. The moderator should always take the affirmative vote first and the negative vote second. The moderator also needs to summarize clearly the comments of others. When the vote is taken, the moderator should make sure members understand exactly the nature of their choices.
4. **Execute church business in a timely manner.** The moderator must develop skills in leading group discussion, clarifying opinions, and statements.
5. **Clarify church business for later action.** The moderator should request assistance as needed and listen carefully to all transactions.
6. **Keep on course with the business meeting agenda.** The moderator should prepare thoroughly and avoid trivialities. If the moderator has questions, the congregation will also. The business meeting shouldn't be a demonstration of the moderator's knowledge of parliamentary procedure.
7. **Speak for the church in times of crises.** The moderator should moderate the meeting, but he or she should not share a personal opinion. The moderator must maintain composure in a natural way.

Church Treasurer

The church treasurer is an administrative officer. The person in this position performs his or her duties in accordance with the financial policies and procedures of the church.

In small churches the treasurer usually performs or is responsible for all the functions related to the finances of the church. In large churches other persons and groups are closely related and share the workload of the church treasurer. These paid ministerial staff members may include the pastor, church administrator or business administrator, minister of education, and/or others. The church's constitution and bylaws should give detailed policies and procedures for handling the church's money. Adequate protection should be provided for those who handle financial contributions. These guidelines should include bonding all those responsible for church funds; the church also should provide safeguards for all who work with the treasurer.

The work of the church treasurer is focused on three financial categories: receiving, accounting, and dispersing monies. The treasurer's involvement depends on the church size, the number of staff, and other key leader involvement. One of the most important issues for the church treasurer is to protect the church's monies and those involved in handling the funds. The church should establish policies and procedures that require the church's money to pass through several hands.

Job Description of the Church Treasurer

General Information

Method of election. The church treasurer should be recommended by the church nominating committee and elected by the church.

Term of office. The term of office is usually three years or more. Longer terms of service may provide more stable leadership and continuity of the financial program of the church. Some churches elect the treasurer annually.

Principal Function

The church treasurer is responsible for receiving, accounting, disbursing, and reporting all the monies and gifts of the church. The treasurer's degree of involvement in each of these functions will depend on the nature and the number of paid staff members who assist in these functions. Also the organizational structure of the church will influence the treasurer's duties.

Duties of the Church Treasurer

1. **Maintain adequate records of all church funds received and disbursed.**
2. **Record individual contributions to the church and provide quarterly and annual reports.**
3. **Sign checks in accordance with church policies and procedures. Examine supporting data for all check requests and issue checks for co-signature.**
4. **Make monthly and annual financial reports to the appropriate church committees, the deacons, and the church business meetings.**
5. **Serve as assigned or ex officio member of church organizations such as the stewardship committee, personnel committee, trustees, and/ or deacons.**

6. **Recommend policies and procedures to the appropriate church committees, bodies, boards, and organizations for receiving, accounting, disbursing, and reporting church monies.**
7. **Supervise or assist in the supervision of an accounting system that provides adequate internal controls to protect all funds and workers.**
8. **Ensure that funds and gifts are used according to instruction from the congregation or as directed by the contributor.**
9. **Update and maintain guidelines approved by the Internal Revenue Service for the provision of tax credits which involve gifts other than cash to the church.**

Other Members of the Church Financial Team

Associate or assistant treasurer. The church's constitution and bylaws should provide for a designated number of associate or assistant treasurers. The qualifications for this office should be the same as those for the church treasurer. The associate or assistant treasurer is usually elected annually and should serve under the direction of the church treasurer.

Financial Secretary. This person may be a volunteer worker. In larger churches this position is nearly always filled by a paid staff worker. Most often in larger churches the financial secretary will post individual members' records of giving from the envelopes received from the counting committee, assist in preparing monthly financial statements for the church business meetings, mail members' giving records quarterly, and assist in other record keeping as directed by the treasurer or supervising ministerial staff member.

The counting committee. The counting committee should be elected by the church annually. It should be large enough so at least three members can always assist in counting money. It should be responsible for counting all monies, preparing detailed deposit slips, making bank deposits, and forwarding copies of the deposit slips and the summary of receipts recorded to the treasurer or financial secretary for recording.

The auditing committee. The auditing committee should be composed of at least three members of the church who are not connected with receiving or disbursing monies. Committee members should be elected annually and should be knowledgeable of bookkeeping and accounting procedures. The church may choose to employ outside auditors for the annual audit.

The finance section of the stewardship committee or the finance committee. The finance section of the stewardship committee or the finance committee should also include ex officio members such as church treasurer and associate church treasurers. The chairperson of this committee often will serve as ex officio member or standing member on other church committees. Sometimes the chairperson is automatically a member of the trustees as well. This committee will monitor disbursement of church monies according to church policies and procedures. Another related function of this committee is to hold the spending of the church in accordance with the budget and the amount of contributions to the church.

The budget planning section of the stewardship committee or budget planning committee. The budget planning section of the stewardship committee or the budget planning committee should also include the church treasurer; deacon chairperson; stewardship chairperson; and the directors of Sunday School, Discipleship Training, WMU, and Brotherhood. In advance of the new church year, this representative group should plan the church budget.

The Trustees

Legal requirements dictate the need for the office of trustees. Laws differ from state to state concerning incorporation. Each church should check with its secretary of state regarding the correct procedure for incorporating.

Generally, the application must give correct information such as the name, the denomination with which your group plans to affiliate, the purpose of the organization, the location of the church, and a list of the names of trustees. This application must be signed by those making the petition and must be notarized.

Qualifications of Trustees

The church should elect as trustees persons who demonstrate Christian character and integrity. Two other extremely helpful characteristics of this office include a record of excellent business judgment and a working knowledge of the state laws where the church is located.

Job Description for Trustees

Principal Function

Because trustees should act only at the discretion and direction of the church, they are considered as church officers rather than a committee. Trustees serve as legal representatives in all transactions of the church. They hold legal title to the church property and sign all documents related to the purchase, sale, mortgaging, or rental of church property after approval by the church in regular business session.

In some cases churches elect trustees on the same basis as committees, using the rotation system. In other churches, trustees are elected permanently unless they move away, die, or resign.

Duties of Trustees

1. **Act as legal agents as directed by the church.** Trustees can never act independently of the church. If a trustee acts without the authority of the church, he is personally responsible for the actions. Churches must spell out exactly how trustees should function, and trustees must clearly understand their function and act according to the prescribed content of the documents with which the church is incorporated.
2. **Maintain inventory of all legal documents.** Legal documents include mortgage loans, property deeds, and insurance. These documents are usually kept in a safe deposit box with copies filed in the church office. Some churches have an insurance committee that is charged with the responsibility of keeping the insurance program up-to-date. In this case the trustees should be informed of the coverage provided through the insurance program.
3. **Counsel with other committees or organizations concerning legal matters.** Often trustees can provide counsel to the property and space committee, stewardship committee, insurance committee, and deacons. Trustees can inform these groups concerning legal matters only. However, trustees have no authority for making decisions without the church's action.

Church Clerk

The responsibilities of the church clerk will vary from church to church. In some churches the work of the clerk has been assigned to a staff secretary. In others a volunteer assumes the total responsibility.

One or more assistant clerks should be elected to assist in the absence of the clerk. In some churches assistant clerks will assist in the process of receiving new members who respond to the invitation at the close of each worship service. In other churches this work is performed by the members of a special committee.

Qualifications of a Church Clerk

The ability to listen, write, record, preserve, and report essential information from and to the appropriate church business meetings is a most important consideration in selecting a church clerk. This person's church attendance and reliability for essential facts will also contribute greatly to the effectiveness of the total work of the church.

Job Description for a Church Clerk

General Information

Method of election. The church clerk should be recommended by the church nominating committee and elected by the church.

Term of office. The term of office for a church clerk is usually three years or more.

Principal Function

The church clerk shall be responsible for the accurate recording and processing of all business transactions approved in church business meetings. The clerk will be responsible for all official church communications. In some churches part of these responsibilities are assigned to a staff secretary.

Duties of a Church Clerk

1. **Record minutes.** When keeping minutes, the church clerk should record the motions with exact words. The church clerk should request that persons making motions put them in writing. If this is not possible, the clerk should repeat the motion as it is being recorded before the motion is seconded or voted on. The clerk should record only necessary items of discussion but should not attempt to include every statement presented in discussion. The clerk should not editorialize in the minutes.
2. **Preserve records.** How much of the actual preservation of records the clerk does usually depends on the size of the church staff. In some churches a staff secretary is responsible for maintaining membership records, and the records of business transactions are maintained by the church clerk. Preserving records is a serious matter. Having a thorough record of the church's business has been the best protection against injurious lawsuits.
3. **Correspond with other churches for membership changes.** In some churches the clerk is responsible for requesting and forwarding letters of membership to other churches. In churches with paid secretaries, this work may be assigned to them.
4. **Provide records for church history.** The clerk should work with the history committee to ensure they have the proper information for historical purposes. The following items should be kept for historical purposes: budgets; outstanding events; a record of new staff members; and a record of special events such as remodeling, anniversaries, and celebration of centennials.
5. **Prepare the Annual Church Profile (formerly the Uniform Church Letter).** The church clerk is responsible for preparing the Annual Church Profile (formerly the Uniform Church Letter) and sending

it to the association. Some churches make this assignment to a church secretary. The Annual Church Profile (Uniform Church Letter) is another important document and requires intentional effort by the church clerk.

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THE PASTOR SEARCH COMMITTEE

Purpose of the Committee

The purpose of the pastor search committee is to provide timely assistance to a church during the transitional period when a church is without a pastor and to guide a church's process in calling and helping to establish the work of a new pastor.

The importance of the task. The pastor search committee is one of the most important committees in a church because it deals with the most delicate and determinative matter ever to come before a church pastoral leadership. Few things are accompanied by more potential peril to a church's future than calling a pastor. Any church can find and call a pastor, and any pastor can find and move to a different church field. However, the match between a pastor and a church, or the mismatch, can determine whether the future for both is marked by healthy, effective, and fulfilling ministry relationships or marred by differences that prevent either from experiencing the accomplishment of God's purposes.

The need for prayer support. The pastor search committee must be supported faithfully by the prayers of the church family. To provide persistent prayer support throughout the process, the church family must understand as much about the transitional period and the committee's work as possible. This is not a time to move quickly. Rather, it is a time of focused selfstudy; of dreaming new dreams for the church; and of patient, deliberate effort to be sensitive to the leadership of God's Holy Spirit. Every effort should be taken to gain prayer support for the pastor search committee.

Qualifications of the Committee Members

Accepting a position on the pastor search committee is an act of faith calling for an intentional covenant between the Lord and each individual committee member, between members of the committee itself, and between the committee and the congregation. Members of the pastor search committee should meet at least the following qualifications:

1. Committee members should be involved and informed members of the church family, knowledgeable of church and community history, and should possess spiritual maturity that reveals wisdom and discernment in decision making which would allow them to work unbiased to provide the needed leadership for the church.
2. Committee members should understand the importance of their task and possess the commitment to fulfill the purpose of the committee.
3. Committee members should possess organizational and time management skills required for effective and efficient work.
4. Committee members should possess communication skills. The talker will need to become a skilled listener. The silent thinker will need to be willing to share even minority feelings and ideas.
5. Committee members must be team persons. The search committee represents the entire church family and must never become a platform to be dominated by one or two individuals. Each team member must carry out assignments to allow the committee's purpose to be accomplished. An often overlooked step in launching search committee work is the step of training committee members. Training need not

be long and complex and could be led by the director of missions or the state staff individual assigned to assisting churches in search of a pastor. The training period would serve to overview the tasks of the committee, determine committee organization and initial actions, and allow time for committee members to begin working together as a team.

6. Committee members need to exercise patience. Perhaps one of the most important qualifications for the pastor search committee members is mature patience. This is not a time to rush through a series of steps in order to “Hurry up and get a preacher!” The committee shouldn’t waste time; neither should they rush the process. This committee’s work will dramatically impact the life of the church and the community for years to come.

Duties of the Committee

The primary duty of the pastor search committee is to locate and recommend a pastor for the church and to assist in helping the church and its new pastor get off to a healthy beginning.

Some pastor search committees have the dual responsibility of providing pulpit supply and/or calling an interim pastor. Ideally the pastor search committee should be free to focus its work only on the search for a new pastor. When possible an interim committee should be created to coordinate pulpit supply and to call an interim pastor. In some churches this task is assigned to the deacons or the personnel committee. However, if your pastor search committee is also responsible for the interim, then several suggestions might prove helpful:

1. Determine the church’s expectations for the interim pastor and develop an interim pastor’s job description and salary guidelines.
2. Take action to prevent the interim pastor from becoming a candidate for pastor. While there are exceptions, most experience has revealed that it is unwise to allow an interim pastor to become a pastoral candidate. However, each church should arrive at a clear understanding and decision about this before an interim pastor is called. Many retired pastors, directors of missions, state program leaders, college and seminary professors, and ministerial students can provide effective leadership during the interim period.
3. The interim period between pastors is a crucial time in the life of a church. An interim pastor can provide healing, encouragement, and guidance for the church. When selecting the interim pastor, select the person who can best relate to the unique interim needs of your church. Have a clear understanding of the relationship between the interim pastor and the pastor search committee so the two can work complementary with each other.
4. Plan in advance the transition time from the interim pastor to the church’s new pastor. Appropriate expressions of gratitude should be extended to the interim pastor when the interim work is completed.
5. With an interim pastor selected, the pastor search committee is ready to proceed with its primary task: the search for a pastor.

Basic Duties

Along with an understanding of the limits and operations of the committee set forth in church guidelines or determined in church business meeting, following is a list of basic duties in sequential order:

1. **Determine a schedule for the work to be done.**
2. **Guide the church through a self-study to get the congregation's thoughts about the following:**
 - A general description of your church in its community context
 - A general description of your community
 - A history of your church (Not every church member will know this; however, the committee will need to assemble an accurate history record.)
 - Strengths of your church—what it does best
 - Weaknesses of your church—its greatest needs
 - Challenges the church faces in the next five years
 - General feeling about the church—why people remain members, what they would change or why they would join or not join now
 - Qualities desired in our next pastor—what kind of pastor do we need?
 - Expectations—what do we expect from our pastor?
 - Expectations—what do we expect from ourselves?
3. **Develop a church-community packet using existing documents from church records and community leaders and the information gained from the self-study.** Put together a packet of information present in your community and church. This should include:
 - Information about your community
 - A brief history of your church
 - Overview of your church's present ministry and future projections (This information should be shared with prospective pastors. Later, when the committee has narrowed its list of candidates, additional information about your church's expectations, compensation, and so forth should also be shared.)
4. **Develop a pastor profile.** Using biblical criteria and information drawn from the self-study, develop a profile of the kind of pastor your church needs and desires. Include such things as personal qualities, leadership style, pulpit practices, administrative skills, staff relations, people skills, priorities, family life, compensation, and so forth. This information should be shared with primary candidates.
5. **Help the church deal with its feeling of loss because of the departure of the previous pastor.**
6. **Identify methods to use in locating prospective pastors.** Include recommendations from the congregation.
7. **Develop statements and questions you will use when talking with references to obtain potential prospects.**
8. **Develop a list of names of prospective pastors and obtain initial information about them.**
9. **Develop statements and questions to use when talking to references about the candidates' qualities and skills and the methods to use in gaining this information (phone call, letter, and so forth).**
10. **Investigate available information on selected candidates.**

11. **Send a preliminary letter of inquiry and the church-community packet to selected candidates to begin narrowing the list and determining interest.**
12. **Narrow the list of candidates.**
13. **Prepare questions to use in interviewing the candidate.** Be sure that each committee member participates. Determine that each committee person will respond to all questions asked by the candidate. Avoid allowing any committee person to either dominate questions and replies or to sit passively uninvolved.
14. **Interview the person most likely to meet your qualifications and determine if and when a visit is needed to the candidate's worship services.** Determine when you want to visit a candidate's church. Some committees visit first and then gather information and determine interest. A better approach might be to gather information, interview by phone and even arrange for a personal interview at a designated location, and then arrange for a visit in the candidate's worship service. Establishing even an initial relationship with the candidate can often have a profound impact on a committee's perceptions of preaching and worship skills and personality.
15. **Arrange for the primary candidate to visit in the community and church.** Several visits might take place before the candidate actually preaches before the congregation. On one such visit, arrange for the candidate to meet with various churches, leaders and groups within the church. This allows the candidate and church members to establish rapport and gives both valuable insights needed as the worship/preaching event is anticipated.
16. **Experience the worship/preaching event.**
17. **Allow sufficient time for reflection and prayer before a congregational vote is taken.** A good practice is to vote the following Sunday.
18. **Communicate the vote of the church to the candidate.** If the vote is not to call, be sure to communicate the reasons why the call was not extended. This information will be helpful to the church and the candidate. If the vote is to call, be sure to put all agreements in writing. If the call is not accepted, determine why. Again, this will help both the candidate and the church. Take a break to evaluate where you are, make any changes in your processes, pray for endurance, and start over. If the call is accepted, begin making preparations to receive your new pastor.
19. **Prepare to receive your new pastor.** Send a personal letter to other candidates informing them that the church has now called a new pastor. Send thank you notes to all persons/groups who assisted the committee in its work. Notify the state office and the director of missions that your church has a new pastor. Let the church family know your new pastor's address and encourage them to write short notes of anticipation. Arrange for meals and other assistance on moving day. Provide assistance for your new pastor and family in locating grocery stores, hardware and drug stores, doctors' offices, and other helpful information. Be sensitive to the needs of the pastor's spouse and children.
20. **Welcome the new pastor and his family.** When the new pastor arrives, an old fashioned food pounding or some other special event can welcome the pastor and his family to the church. Provide meals and child care as needed. Plan an installation service. Orient the pastor to facilities. Introduce the pastor to key community leaders.

21. During the early months, help the pastor get off to a good start. Determine at the outset of the committee's work if the pastor search committee will remain active with additional responsibilities for at least one year after the pastor's arrival. Many churches find this to be a powerful influence in building strong pastor-congregation relationships and work patterns that will take the church into a healthy future.

The committee needs to understand the pastor's and his family's need to separate emotionally from the previous church family and to be able to embrace the new church family. A period of grief always follows a pastoral transition for both the congregation and the pastor. Allow the pastor to join all the subgroups in the church. Encourage a slow but steady plan of ministry leadership. Building relationships that will support change and growth takes time. Learn how to work with your new pastor. A committee can take many other actions to help the new pastor have a healthy start. Be willing to do whatever it takes.

Ethics for the Committee

As in all areas of church life and work, committee members should practice only the highest standards of behavior while serving on the pastor search committee.

1. Deal with only one person at a time.
2. Respect the candidate's present ministry.
3. Work by appointment and keep appointments.
4. Communicate often and clearly with candidates, keeping them informed of their status in the search process.
5. Be thorough, but keep confidentialities.
6. Be honest.
7. Keep the church family informed.
8. Never promise anything without the knowledge and approval of the congregation.

Organization of the Committee

The church may already have approved guidelines for establishing a pastor search committee. If so, follow those guidelines.

Committee selection. The method of selecting the pastor search committee should be left up to the congregation. A list of the entire resident membership can be distributed at a called meeting of the church. The members then check the number of required names. Those receiving the largest number of votes are elected.

Baptist churches elect their pastor search committees in different ways. Whichever way the church chooses, several important factors should be considered:

1. The size of this committee can vary from 5 to 12, depending on the size of the congregation.
2. Every segment of the congregation should be represented on the committee. The pastor must pastor the entire congregation, and every person needs to be considered when calling a pastor.

3. The chairperson of the committee should be selected by the committee during its first meeting. Some churches decide to let the person on the committee who received the greatest number of votes to become the chairperson.
4. The church should assume all costs incurred by the committee in its work. Deciding who does what should be based on the tasks to be done and the skills of committee members—management skills, ability to lead meetings, writing skills, editing skills, ability to design questionnaires, ability as a speaker, organizational skills, etc.). Generally, the committee should have a chairperson, a recording secretary and/or a correspondence secretary, and a prayer coordinator.

Committee tasks. Seven key tasks need to be done by the pastor search committee:

1. Conduct a self-study with church members.
2. Determine the criteria for choosing the pastor (pastor profile).
3. Evaluate the candidates.
4. Select promising candidates from personal contact.
5. Present the best candidate to the church.
6. Facilitate the relocation of the new pastor to the community and church
7. Follow through in helping the new pastor make a smooth transition into the church and community.

Resources

Persons who can help the pastor search committee with its work include the director of missions the state program leader assigned the task of assisting churches and pastors in transition and the Pastor Administration Section, Growth Leadership Department, Church Growth Sunday School Division, Baptist Sunday School Board, 127 Ninth Avenue, North, Nashville, TN 37234.

The following resources also may be helpful to pastor search committees:

Ed Bratcher, Robert Kemper, and Douglas Scott, *Mastering Transitions*. Portland: Multnomah, 1991.

Robert W. Dingman, *The Search Committee Guidebook for Choosing the Right Leader*. Ventura, CA: Regal Press, 1989.

Thomas N. Gilmore, *Making a Leadership Change: How Organizations and Leaders Can Handle Leadership Transitions Successfully*. San Francisco: Jossey Bass, 1988.

Bruce Grubbs, *The First Two Years: A Pastor's Guide to Getting Started*. Nashville: Convention Press, 1979, reprinted 1991.

J. William Harbin, *After the Pastor Leaves . . . When Another Comes*. Nashville: Broadman Press, 1988.

Bunty Ketcham, *So You're on the Search Committee*. Washington, DC: The Alban Institute, 1985.

Loren B. Mead, *Critical Moment of Ministry: A Change of Pastors*. Washington, DC: The Alban Institute, 1986.

Don Moore, *Standing in the Gap*. Little Rock, AR: The Arkansas Baptist State Convention, 1992.

Roy M. Oswald, *New Beginnings: A Pastorate Start Up Workbook*. Washington, DC: Alban Institute, 1989.

William Phillips, *Pastoral Transitions: From Endings to New Beginnings*. Washington, DC: The Alban Institute, 1988.

Henry A. Virkler, *Choosing a New Pastor: The Complete Handbook*. Nashville: Oliver Nelson, 1992.

C. Peter Wagner, *Leading Your Church to Growth: The Secret of Pastor/People Partnership in Dynamic Church Growth*. Ventura, CA: Regal Press, 1984.

Edward White, ed., *Saying Goodbye: A Time of Growth for Congregations and Pastors*. Washington, DC: The Alban Institute, 1990.

Gerald M. Williamson, *The Pastor Search Committee Primer*. Nashville: Broadman Press, 1982. (Kit is also available.)

Prepared by Charles Belt, growth consultant, Pastor-Administration Section, Growth Leadership Department, Church Growth-Sunday School Division, Baptist Sunday School Board, Nashville, Tennessee.

THE CHURCH PERSONNEL COMMITTEE

Purpose of the Committee

The principal function of the personnel committee is to assist the church in matters related to employed personnel administration. The committee is responsible for both ministerial and support staff in employment procedures, personnel policies, and staff development.

The way in which the personnel committee conducts its assigned responsibilities should be understood by the church and staff. This can be accomplished by training sessions for the committee and staff, by special study events, and through written articles to church members.

A church and its staff form a team in the church's ministry. Relationships are important for the church and staff in developing a healthy respect for the church's mission. The personnel committee represents the church in working with the staff to give support and direction to the work of the church. The attitude of the personnel committee and the staff should be one of mutual respect. This respect helps establish good communication between the committee and staff for good working relationships.

How the personnel committee carries out its duties is the responsibility of each church. In some churches the committee will have supervisory responsibilities with the staff while in other churches it will be an advisory role.

The personnel committee recommends personnel policies to the church. After the church approves/adopts the policies, the personnel committee is responsible for implementing these policies. Even though the ministerial staff is called by the church, each staff member should have a clear understanding of the policies and abide by them.

Qualifications of Committee Members

The personnel committee performs a vital role in the committee structure of the church. The church committee on committees should use discretion in recommending people who serve on this committee. (The nominating committee would recommend the personnel committee if the church did not have a committee on committees.) People who serve on the personnel committee should be mature Christians and church members who are knowledgeable of church programs and activities. They should be sensitive to staff and church needs in the area of human resource development. Men and women who serve on the personnel committee should have the ability to communicate, be able to make good decisions, and have an understanding and objective attitude. They should be open and honest with staff and church members. Listening to church members and staff members is important to comprehending problems and needs. Patience is another attribute which serves personnel committee members well.

The personnel committee will carry out the policies and procedures of personnel administration. This committee should be sensitive to requesting professional advice as the need arises. An example would be to ask an attorney to review job application forms for inappropriate questions or to ask a human resource counselor how to carry out an exit interview when an employee is dismissed.

The personnel committee is responsible to the church for working fairly with all persons in their areas of ministry. If the committee demonstrates an openness to all people, then confidence in this committee will make it a valid part of the church's ministry to all personnel.

Duties of the Committee

The personnel committee is accountable to the church for interviewing and recommending qualified people for all staff positions (unless the position requires a special committee such as a search committee for a pastor or other ministerial positions).

The personnel committee has the following duties:

1. **Survey the need for additional church staff positions.** A church staff minister is confronted with multiple responsibilities—ministry, administration of program(s), counseling (formally or informally), planning and preparation of programs, and personal and professional development. Unless a staff member ministers to a particular age-group span, the majority of staff members relates to all ages. Ministers spend a great amount of time working with committees, organizations, deacons, training groups; ministers also guide individuals in their church responsibilities.

Certain indicators signal a need for additional staff positions. One indicator would be the need for a specialized ministry, such as counseling. If counseling sessions are consuming an inordinate amount of the staff's time, a church might consider providing a counselor to help relieve the ministers of this overload. Another example of specialized ministries would be age-group ministers, such as minister to children.

Numerical growth in church membership or in the population of the community may call for additional staff members. The Church Council should conduct surveys of the needs of different age groups. The staff's input into surveys and needs of their ministry is also vital for determining additional staff members. Other church committees and programs can provide input through the staff which can be a factor for determining what staff assistance is needed. A long-range committee study can be invaluable in providing the church good information in knowing when to add a staff member.

Workload is another indicator that additional staff is needed. The personnel committee and staff should analyze each staff member's position description and workload. If responsibilities cannot be changed or shifted to provide relief, additional help should be considered. A time log of all work performed and a job survey form completed by employees involved can provide useful information in making a decision about additional staff positions.

Many churches are involved in ethnic ministries. These ministries were started in response to an influx of ethnics moving to the communities. As these ministries grow, a new staff minister could be called to give leadership to this specialized ministry.

The personnel committee is ultimately responsible for recommending to the church additional staff members. Their report should be as complete as possible with facts and figures. When presenting the report, salary, position description, and how the new position affects other staff members' responsibilities should be noted.

- 2. Prepare and update as necessary position descriptions for all employed personnel.** If a minister is to perform his work effectively, he or she must understand what the work involves. Accordingly, the minister also needs to know the relationships and responsibilities among the ministerial staff.

A position description for employees of a church will accomplish two tasks: it puts in print what the church expects the minister or support staff to do in a particular job and it informs a prospective staff person of the church's expectations for that position.

If a church does not have samples of position descriptions, *Personnel Administration for Southern Baptist Churches* and *Church Administration Handbook* are good sources. An additional source would be other churches that have multiple ministers and support employees on their staff. Most churches are willing to share or exchange this type of information.

The personnel committee is responsible for writing position descriptions. A position description should be written for each staff position. This can be a guide in interviewing and selecting a new staff member. Position descriptions should be reviewed annually with the personnel committee and employees. From time to time responsibilities change. Thus, position descriptions should reflect the changes as they occur.

The congregation should know the responsibilities and relationships of staff members. This will be useful information for people involved in leadership positions in the educational organizations and ministries relating to the staff member in his or her area of ministry.

- 3. Prepare and maintain an organizational manual relating to the church's employed personnel.** The work of a church is carried out by Christians dedicated to its mission. These people relate to one another as layperson to layperson, staff to layperson, and staff to staff. The relationship of people is a complicated one which affects the way a church administers its work. For a church to move forward in its mission, leadership roles need to be correlated and organized so the work of each complements the total program of the church. This organization can be done most effectively by using a personnel policies and procedures manual. This will enable the staff and members to carry out their work by "doing things decently and in order."

The personnel committee and staff should work closely in developing this manual. This manual should contain all personnel policies and procedures which pertain to all ministerial staff and support staff. This manual should include an organizational chart. This graphic will show lines of relationships which enable employees to follow lines of supervision and work assignments. *Personnel Administration Guide for Southern Baptist Churches* has an example of an organizational chart.

- 4. Remit, interview, and recommend to the church new employed personnel.** The church depends on the personnel committee for recommendations of employees. When a new staff member is needed, the committee has several sources available for recruiting purposes. For a ministerial staff member the state convention probably has a church minister relations office. This office supplies names of potential staff members who are available to churches; however, no recommendations are made. The personnel committee has the responsibility for checking recommendations and references. Another source would be to ask denominational employees or other church staff members for recommendations. Southern Baptist seminaries have placement offices to assist students and churches.

For support staff positions, someone in the church may have the skills or experience required for the position. A human resource agency may also be a good source. An advantage for using this kind of agency is the pre screening they do before sending someone to interview. Word of mouth is still a good source for finding prospective personnel.

The interview for ministerial positions should be conducted by a special search committee and also with the personnel committee. Support staff interviews may be conducted by the staff supervisor responsible for that position.

Looking for new personnel is a challenging task. Before a person is recommended for a position, several steps should be taken to select the best qualified person for the job. The first step would be to receive and review resumes. If an applicant is to be further considered, check references and other sources who know of the applicant's background and employment history. Then interview the applicant. Forms for employment purposes can be found in *Personnel Administration Guide for Southern Baptist Churches*. Check with an attorney before you print any forms or questionnaires for the employment process.

The interview is an important part of the employment process. During the interview evaluate the person's work attitude, skills and experience, personality, and disposition toward church employment. Also share information about the position and the church with the applicant. Helpful information would include demographics of the church area, whether the position is a new or established one, financial reports, history of the church and the position, staff chart, and resources.

When the personnel committee makes a recommendation to the church, personal information about the employee, a position description, a salary package, and beginning employment date should be presented.

Exception: Clerical and maintenance personnel are recruited, interviewed, and recommended for employment by the appropriate supervisor.

5. **Develop and recommend salaries and benefits for employed personnel.** Every church should have a plan for developing and recommending staff salaries. This plan should include salaries, expenses, and benefits. The personnel committee is responsible for recommending the salary plan to the church. (The budget planning section or finance section of the stewardship committee or the budget planning committee or the finance committee may be involved if the personnel committee recommends salaries to this committee.)

A salary plan helps establish an equitable relationship among all staff positions. It also includes salary policies and procedures. The salary plan should be reviewed each year. The personnel committee should create policies for salary reviews and for analyzing job performance.¹ Leonard Wedel in his book *Building and Maintaining a Church Staff* listed four parts for a salary plan—(1) rated position descriptions, (2) a maximum-minimum salary range, (3) a determination of the rates, percentages, or steps of increase in each range, and (4) The determination of dates for salary reviews and for analyzing job performance. Chapter 1 in *Personnel Administration Guide for Southern Baptist Churches* is an excellent resource for help in establishing a salary plan.

¹ Leonard E. Wedel, *Building and Maintaining a Church Staff* (Nashville: Broadman Press, 1966), 7885.

The church should examine carefully employee benefits for all staff members. For the ministerial staff, time away for conferences, revivals, conventions, and professional development should be considered as benefits. For employees the following benefits should be included in the salary plan: insurance (medical, life, dental, and disability), vacation, professional development, Social Security, holidays, sabbaticals, housing allowance, automobile expense, and retirement.

State convention offices, the Baptist Sunday School Board, and the Annuity Board have specific information and help in developing employees' benefit programs.

- 6. Develop and recommend policies and procedures to the church for employed personnel administration.** The values of policy planning and the use of policies and procedures are essential in personnel administration. Policy statements can guide the church in a logical progression of steps in making a decision. These statements will help ensure a consistent manner in making decisions which are equitable to all. When policies and procedures are adopted by the church, individual matters which demand church action will be minimized. The personnel committee should work with the staff in formulating policies and procedures before presenting them to the church for approval.

Suggested areas for employee policies and procedures include work schedule, vacation, holidays, personal leave, retirement, professional development leave, personnel employment, salary plan, and termination of employment.

The personnel committee should seek advice from human resource counselors or attorneys about laws relating to personnel. Both federal and state laws protect employees today. Many laws will apply to church employees, although a few will not. Employment laws change quickly. Churches should stay informed about laws which affect their employees and their environment. One example is the Americans with Disabilities Act (ADA). This law affects millions of people with disabilities. Since this law is so extensive, churches need to understand how parts of this law apply to them and other religious institutions. The employment section will need special attention concerning restrictions against the disabled. Even though parts of the law may not pertain to churches, churches may want to keep the spirit of the law as an example to the secular business world.

Chapter 3 in *Personnel Administration Guide for Southern Baptist Churches* deals with federal laws in the church setting. *The Church Guide to Employment Law* also has an excellent treatment and explanation of the federal laws which apply to churches.

The personnel committee cannot possibly write policies to cover all situations of staff work. The committee should have the authority to administer and/or resolve those matters not covered by policies. The work of the committee gives direction and cohesiveness to those called to do God's work in the local church.

Organization of the Committee

The personnel committee should include three to nine members, depending on the church size. Members are enlisted to serve a three-year term, with one third of the members rotating off each year. The committee on committees should name the chairperson of the personnel committee. The personnel committee should choose other officers, such as the vice-chair and recording secretary. The chair of the committee should give organizational leadership by presiding over meetings, making assignments, and delegating

other responsibilities as needs arise. The pastor and/or the church administrator should be assigned to work with the personnel committee.

Resources

Tun J. Holcomb, comp., *Personnel Administration Guide for Southern Baptist Churches*. Nashville: Convention Press, 1988, reprinted 1991.

Bruce P. Powers, ed., *Church Administration Handbook*. Nashville: Broadman Press, 1985.

Leonard Wedel, *Church Staff Administration: Practical Approaches*. Nashville: Broadman Press, 1978

Richard R. Hammar, *Pastor, Church and Law*, 2nd ed. Matthews, NC: Christian Ministries Resources, 1992

Julie L Bloss, *Employment Law: A Guide for Churches*. Austin, TX: Church Management, Inc., 1990.

Marvin Myers, comp., *Managing the Business Affairs of the Church*. Nashville: Convention Press, 1981, reprinted 1992.

Prepared by Paul R. Peak, minister of education/administration, First Baptist Church, Murfreesboro, Tennessee.

THE CHURCH PRESCHOOL COMMITTEE

Purpose of the Committee

The purpose of the preschool committee is to coordinate all activities and ministries of the various church organizations related to preschoolers. Because of the nature of preschoolers, teachers in church program organizations do not vary in methods of teaching. The same room with the same furnishings, equipment, and supplies is often used by more than one department each week. The goal of each church should be a quality teaching ministry for preschoolers when they come to church. To accomplish this goal a church should coordinate planning among preschool workers, parents, and other church leaders so everyone works from the same principles to better meet the preschooler's physical, social, mental, emotional, and spiritual needs.

Basic Principles of Coordination

Coordination will vary from church to church. However, some basic principles must be considered.

1. Coordination must be planned; it will not just happen.
2. Good communication among workers is a must if coordination is to be successful. Poor coordination is the result of workers' failure to communicate adequately with one another.
3. Mutual goals and objectives are necessary if coordination is to be effective.
4. All organizations serving the same age group should be involved in coordination.
5. Age-group coordination respects the tasks assigned to each organization.
6. The simplest methods of coordination which can effectively meet the needs of the situation should be adopted.

Qualifications of Committee Members

Members of the preschool committee should be selected by the church nominating committee or the church committee on committees and elected by the church. The committee should have representatives from the following organizations: Sunday School, Discipleship Training, Music Ministry, Woman's Missionary Union, and church weekday education.

The following persons should be members of the committee: the preschool coordinator or preschool division director, a father and a mother of a preschooler (but not from the same family), the director of the Cradle Roll Department, the director of the day care or weekday education program, and the chairperson of the weekday education committee. Perhaps a pediatrician or lawyer could serve as resource persons to the preschool committee when matters affecting policies, insurance, and hiring practices are considered.

The following church staff members should be ex officio members: pastor, minister of education, minister of childhood education, and the minister of preschool education. The preschool coordinator or division director may serve as chairperson, or the committee may wish to elect its own chairperson. Some of the following qualifications should be considered when selecting a chairperson:

- Good working knowledge of the various preschool programs
- Respect for preschool workers and staff

- Ability to maintain good working relationships Committee members should gain valuable background information for their work through study of the resources at the end of the pamphlet. Continuing study and review of preschool curriculum each quarter will be necessary if the committee is to coordinate a quality teaching program.

Organization of the Committee

Some churches choose to coordinate their preschool work through two preschool committees. One committee relates to workers in the preschool departments ministering to preschoolers birth through three, and the other committee relates to workers with four and five year olds. If a church decides on two committees, every effort should be made to bring about correlation between the work of the two committees. In a large church with multiple church staff, the minister of education, the minister of childhood education and the minister of preschool education or preschool coordinator may be the logical person to correlate the work of these two committees. Most churches will probably find that one preschool committee is sufficient.

The preschool committee should meet as often as necessary to coordinate preschool work in the church, The committee should meet at least once each quarter. During certain periods of the year, a monthly meeting will be needed. The committee members should ask God's guidance in every activity they are called to carry out.

Duties of the Committee

1. **Recommend and publicize preschool policies and procedures.** When formulating policies, the committee should consider teachers in all organizations. Teachers should have input on decisions that concern their areas of responsibility. Teachers should understand and feel comfortable with policies that are adopted. A date should be set when teachers from all departments will meet to discuss policies. The policies established by the committee should be the expression of the church.

As the preschool committee works to establish policies, members should ask questions such as: Do these policies meet our church's needs? Is our total preschool ministry meeting the needs of the preschoolers and their parents? Do our programs show evidence of cooperation and a friendly relationship among all preschool organizations in the church? Do preschool teachers visit regularly in the homes of children in their department?

When the policies have been formulated, they should be presented to the church for approval. Proposed policies may be distributed to church members (especially parents of preschoolers) before the church approves them so parents may have an opportunity to become familiar with them before they are discussed and approved. After the policies have been approved, they should be duplicated and distributed to preschool workers, parents or preschoolers, and other church members.

2. **Recommend the purchase of furnishings and supplies.** A good preschool program requires a constant supply of furnishings and supplies. The committee may designate one of its members as a purchasing agent, or a staff member may be assigned this responsibility,

Expendable items such as art paper, crayons, tempera paints, clay, paste, newsprint, and large drawing paper may be purchased by each department or organization. A more economical method is to

order these items in large quantities. Supplies should be located in a storage area near the preschool departments. All teachers should be familiar with the procedures for obtaining needed materials.

Each preschool department director should make requests for needed furnishings and supplies to the chairperson of the preschool committee. These needs should be reviewed at the committee's regular meeting to help make purchasing more orderly and to save money for the church because materials will not be duplicated for use in the same rooms.

3. **Coordinate space assigned to preschool work.** A church with a diversified preschool program knows that often one preschool group is ready to use a room as soon as another group has vacated the premises. This means that coordinating the use of space is important if a church's total preschool program is to be effective.

The preschool committee should have a record of the space needs of every preschool group in the church. These records should show the number enrolled in each group, the purpose of the group, and hours when the group is meeting at the church. The preschool committee can assign needed space to various groups. Careful planning is needed to meet the needs of all organizations.

4. **Work with the personnel committee to select, train, and supervise employed preschool teachers.** Often churches pay persons to work with preschoolers during worship services and other church meetings. These periods are called extended sessions. Employed extended session workers may not be expected to plan meaningful activities. If not, a valuable teaching opportunity is lost. Quality teaching for preschoolers should be expected when they come to church.

The preschool committee should work with the church personnel committee or a staff member who employs the workers to develop a list of qualifications and a list of responsibilities. For guidelines committee members should study *BREAKTHROUGH: Preschool Sunday School Work, Extended Session for Babies and Ones, Extended Session for 2's and 3's, and Extended Session for 3's and 4's*. Supervision of employed extended session teachers can be assigned to a staff member, preschool division director, or the preschool committee. Periodic evaluations of the employed preschool teachers' performance should be conducted by the person(s) supervising.

5. **Communicate regularly with the Church Council.** The chairperson of the preschool committee should be a member of the Church Council. The chairperson can serve as a liaison between the Church Council and the committee. Communication with the Church Council is vital to avoid conflicts that may develop between the two groups.

Policies and Procedures

Policies will vary within individual churches. The committee should make a careful study of preschool programs in the church and should tailor policies to meet the needs of preschoolers, their parents, and teachers in all preschool organizations.

The preschool committee should establish four types of policies to guide the preschool program in a church: (1) policies for parents, (2) policies for workers, (3) general operating policies for use and care of preschool departments, and (4) policies for older preschool children.

Note: Policies which ensure that preschoolers have a safe learning environment may include guidelines for parents and teachers in the following area: safety and hygiene practices, infectious disease guidelines, playground use guidelines, emergency procedures (including evacuation routes), and security practice guidelines (forms of identifying the child with his parent when the parent arrives for the child). The committee should consult the local fire marshal for a thorough safety evaluation of their facilities in case of fire or severe weather conditions. The local health department and state licensing agent may provide suggestions for developing safety, hygiene, and infectious disease guidelines. The Center for Disease Control in Atlanta, Georgia, will be helpful in the most recent studies affecting disease control. Consulting the individual groups will give the committee credibility with the church and community as it tries to meet the needs of preschoolers in the church. These guidelines can be included in a manual of preschool policies.

Parents should be kept informed about the reason for policies and guidelines in preschool work. One of the main reasons for a preschool committee and preschool policies is to strengthen the relationship between parents and preschool workers.

Churches with childcare programs that involve tuition fees should provide written policies for these programs. Copies of policies for the use and care of preschool departments should be given to the director and teachers who use the rooms. Understanding and cooperation are musts for good working relationships.

The following preschool policies are given as guidelines.

Policies for Parents

1. Preschoolers birth through preschool six and their teachers are the only persons permitted in their department. Observing this policy will provide greater safety for children and enable teachers to provide activities to meet the needs of each child. The teacher will receive the child at the door.
2. Children who show signs of illness, such as high temperature, cannot be accepted in a preschool department. Teachers will not give medication to any child. (See infectious disease guidelines.)
3. The children should be brought and called for by a parent or other responsible person. If someone other than a parent is to call for a child, teachers should be notified in advance who will have this responsibility.
4. Children will be called for immediately at the close of each session. Sometimes even the most well-adjusted child will become fearful or anxious if he is left after the other children have gone.
5. During extended sessions, children are taught in the same room they meet for Sunday School and Discipleship Training. Children feel more secure when they use the same room and materials with which they are familiar.
6. During the extended session, a light snack will be served to the children.
7. Bottles and baby food brought by the parents will be given to each child according to her parents' instructions. Provide "Baby's Schedule" cards for parents to write feeding instructions. These cards should be kept on file.
8. Table food will not be served in a preschool department except during sessions when mealtime is part of the program. Special information about food for a child should be given to the teacher.

Policies for Workers

1. Workers in a preschool department should be members of the church in which they teach.
2. All preschool workers, both volunteers and employed, are expected to read the recommended Church Study Course books.
3. All workers, both volunteers and employed, are expected to take advantage of all training opportunities sponsored by the church and association. When possible, workers should attend associational training events, conferences at state assemblies, and at Ridgecrest or Glorieta Baptist Conference Centers.
4. All workers are expected to Shady curriculum materials for their particular age group and to plan activities so appropriate religious education can take place when preschoolers attend church.
5. All workers are expected to show love, understanding, and acceptance for all preschoolers.
6. As the children arrive, all workers should greet them with a bright smile and warm words.
7. Workers are expected to sit on a child-size chair or on the floor. Too much moving around can be disturbing to young children.
8. All workers are responsible for regular contacts of absentees, prospects, and parents.

General Policies for Use and Care of Preschool Departments

1. Children older than preschool age are not permitted in a preschool department.
2. A person under 18 years of age is not to be enlisted as a preschool teacher.
3. Each preschool department room should be considered as a separate department, and the director of each department will be responsible for planning for teaching in that room.
4. A list of needed furnishings and equipment for any department will be submitted to the chairperson of the preschool committee for approval and consideration by the committee.
5. The director and teachers of all preschool departments will consult with the staff, preschool division director or coordinator, or chairperson of the preschool committee before making any major changes in procedure.
6. The church custodian is responsible for keeping the floors, windows, halls, and rest rooms clean and sanitary. Preschool teachers will be responsible for the sanitation of toys and equipment and for keeping the rooms dean and free from clutter.
7. At the end of each session, teachers should put away materials such as books, puzzles, block accessories, pictures, and leftover art materials.
8. At least two workers are required in preschool rooms for safety reasons and to provide good teaching opportunities for the children.
9. Preschoolers can be transferred from baby or toddler departments within the preschool section according to their physical development. Department directors will let the division director, preschool director, or coordinator know when children are ready to be transferred. Toddlers may be transferred to the two-year department according to the church's grading and promotion date.

10. Snacks should be served to preschoolers during extended sessions. Snacks often consist of fruit juice, crackers, or peanut butter and crackers.
11. When organizations need provision for preschoolers during special events, they should be required to notify the preschool division director or chairperson of the preschool committee at least one week before child care is needed.
12. The preschool committee might want to decide that the preschool rooms should be closed by a certain hour such as 10:00 p.m. This will vary from church to church.
13. Facilities for preschoolers through three should be provided for all regular church activities.

Training for Preschool Leaders

Training enables directors or teachers to become more effective leaders and Christians. Persons who serve in the preschool program should be expected to take advantage of training opportunities. Effective training should include:

- Training in the understanding of how preschoolers grow and develop
- Training in appropriate methods to use in teaching young children
- Learning to use effective teaching tools with preschoolers
- Growing in knowledge of biblical background and theological concepts

A church can provide a training program for its teachers through weekly workers meetings. The preschool video series, “Observing” and “Teaching” series, provide excellent training opportunities. A church should encourage and promote regular attendance at associational meetings and training schools on preschool work. State conventions offer further opportunities for training. Teachers from all preschool organizations should be encouraged to attend training sessions to see their mutual objectives.

Working with Parents

A young child’s environment is the source of his experiences, feelings, attitudes, and knowledge of the world. When a child comes to church, he brings something of his home with him, even the language of parents. A good preschool teacher sees a child for himself, a unique human being God has made.

Many parents understand how preschoolers grow and develop. Many are educated in the ways children learn, but they do not understand how to apply the biblical message to everyday living. Preschool teachers have a twofold responsibility for strengthening church and home relationships, first to the child and second to the parents. Parents and teachers should work together to learn best how to meet the needs of the child.

Visiting the homes of the children is the best way to get to know the child and his parents. The home and the church must work toward the same goals. Working together can make a child’s life happy, secure, and rich with learning experiences and can lay a solid foundation for a child to become a creative, constructive Christian adult.

For more information on working with parents, study chapter 5, “Working with Parents,” in *Teaching in Church Weekday Education*; chapter 8, “Relating the Weekday Education Program, the Church, and the

Home,” in *Church Weekday Early Education Administrative Guide, Revised*; and chapter 2, “Look at Me and My World,” in *Today’s Preschoolers*.

Resources

Geraldine Addison Carey and Kay Vandevier Henry, *Teaching in Church Weekday Education*. Nashville: Convention Press, 1988.

Dixie Ruth Crase, *Today’s Preschoolers*. Nashville: Convention Press, 1993.

Cos H. Davis, Jr., *BREAKTHROUGH: Preschool Sunday School Work*. Nashville: Convention Press, 1990.

Ann Liles, *The Ministry of Cradle Roll*. Nashville: Convention Press, 1992.

Kathryn Kizer and Ethel McIndoo, *Mission Friends Leader Manual*. Birmingham, AL: Woman’s Missionary Union, n.d.

“Observing” Video Series

- Teaching Babies and Ones at Church

- Teaching Twos and Threes at Church

- Teaching Fours and Fives at Church

“Training” Video Series

- Bible Story Time Observation in Sunday School

- Observing Babies and Ones in Sunday School

- Observing Twos and Threes in Sunday School

- Observing Fours and Fives in Sunday School

C. Sybil Waldrop, *Teaching Preschoolers the Bible*. Nashville: Convention Press, 1991.

Prepared by Ann Liles, consultant, Preschool-Children’s Department, Church Growth-Sunday School Division, Baptist Sunday School Board, Nashville, Tennessee.

THE CHURCH PROPERTY AND SPACE COMMITTEE

Effective use of property and buildings is crucial to the mission and ministry of a church. In most churches the value of the property and buildings will be the largest portion of the church's tangible assets. The cost of maintaining buildings is a major part of a church's budget. Facilities are the most visible part of the church. The church building represents the church in the mind of the community. Visitors and members will form an impression of the church and its work based on the appearance and the condition of the buildings and grounds.

In addition to considerations of value and appearance, church property is an asset to be used for ministry along with the time and talents of the members, offerings given, and the skills and gifts of the pastor and staff. If a Sunday School teacher is to teach, a classroom must be available. Effective teaching requires that the room be properly heated or cooled, that it has the required furnishings, and that it be clean and ready to be used when needed.

The property and space committee is charged with providing facilities for others to use. If the church members find buildings, rooms, parking lots, and other space to be in order, well maintained, and ready for their intended use, then this committee can feel it is serving its purpose.

Purpose of the Committee

The church property and space committee is elected to deal with all matters pertaining to the building, grounds, furnishings, and equipment of the church. This work includes:

1. Care of all property, buildings, and equipment
2. Recommendations on the use of space and furnishings as they relate to church programs and activities
3. Study of the need for acquiring property or creating of space as required
4. Resolving problems related to property and space through the Church Council

Qualifications of Committee Members

This committee offers a significant place of service to many church members. The work of the property and space committee requires persons who possess certain unique talents and gifts. It also requires persons who feel led to put their special talents to use in service to the church. In some churches the committee may be hands-on and work oriented, while in other churches the committee may be almost completely supervisory. Some considerations that should be included in filling the committee include:

1. Ask persons to serve who have an interest in seeing the buildings and ground properly maintained.
2. Some members should have knowledge and expertise in the techniques and materials required for general cleaning and maintaining the buildings.
3. Some members should have knowledge of the mechanical systems in the buildings, particularly heating and air conditioning.
4. While technical expertise is important on this committee, the committee should be balanced with persons who appreciate the needs program organizations have in their use of the buildings.

5. If this committee is fully charged with all responsibilities related to buildings and grounds, some members should be able to manage matters related to insurance and special equipment or systems related primarily to the church office.
6. If the church has plans to build and the property and space committee is to be charged with preliminary studies or initiating the building process; persons should be included on the committee who have the required skills to do such work.

Duties of the Committee

1. **Inspect all church properties periodically and maintain an inventory of all equipment and furnishings.** Regular inspections are a key part of preventive maintenance. Inspections should point out needs for repair or areas where improvements are needed in janitorial services. In addition to inspections, the committee should keep a current inventory of all property.
2. **Conduct with church program leaders an annual evaluation of space allocations to determine better uses of space.** An ideal time for this evaluation is in conjunction with planning for the new church year and corresponding organizational changes in Sunday School and other church programs. This evaluation should include an objective look at space requirements to make the best use of space.
3. **Recommend space rearrangements for maximum use of educational and activity space.** Seek new space as needed to provide for continued growth. An annual evaluation of space needs will often point out areas where changes should be made. Rearrangements in existing space may not always provide all space required. The property and space committee should be prepared to make creative suggestions to provide room for growth. Options might include dual use of space for Sunday School or worship, rental or purchase of adjacent buildings, use of office areas for education, or temporary buildings.
4. **Work with the church missions committee to recommend acquisition and maintenance of property and space for mission purposes.** Churches owning homes that are no longer used for staff housing might particularly want to investigate this possibility.
5. **Recommend to the personnel committee the employment, training needs, and supervision needs of maintenance personnel.** A major portion of the work of the property and space committee is ensuring that the buildings and grounds are detailed and maintained on a regular basis. This committee should take the responsibility for being sure that a clear, concise job description exists for each custodial position. Further, the committee should assist with or be responsible for interviewing and hiring qualified persons. The committee should work closely with the staff member charged with supervising custodial personnel; or if no staff member has such responsibility; the committee may be assigned to provide direct supervision. Each person who works in a custodial or maintenance position should know who their direct supervisor is. The members of the property and space committee should work in a way that would not confuse supervisory roles.
6. **Develop and recommend maintenance policies and procedures.** Maintenance policies and procedures should include cleaning schedules for custodial persons.
7. **Develop and recommend policies regarding the use of space, properties, and equipment.** Clearly stated policies for members regarding the use of church property and equipment can be of significant assistance. Such policies could include when and how the church may be used for non-church

activities and whether such items as chairs and tables may be borrowed. Policies should be specific and uniformly applied. If a given policy requires regular administration such as checking equipment out to a member and then checking the equipment back in, the policy should state who is to do such work.

8. **Develop and recommend an adequate insurance plan to protect all buildings and properties.** Adequate insurance coverage is essential to a church. In some churches a separate committee may be charged with the responsibility for insurance coverage. If no other committee is so charged, this need should be assumed by the property and space committee. An annual review of the total insurance coverage of the church should be conducted. Attention should be given to whether coverage is adequate based on current property values and building costs. Liability coverage should also be examined.
9. **Prepare budget recommendations for the stewardship committee and administer the budget regarding maintenance of all property.** Budget recommendations for recurring costs such as utilities and cleaning supplies can be forecast. The property and space committee should also make plans for anticipated maintenance needs such as repainting or the need for a new roof. Equipment requests should be taken from other committees and program organizations and consolidated into one budget request.
10. **Assist the church in arranging, equipping, and administering adequate worship space.** In most situations this task is met by ensuring that the worship center is cleaned, properly arranged, and either heated or cooled as needed. However, some churches will have times when more than routine attention is needed. This may be due to a need to renovate a pulpit and choir area, or it may be because some type of temporary space is being used. If a fellowship hall or family life center is used to double as a worship center, the property and space committee should help to ensure that the space, when used for worship, is as attractive and conducive to worship as possible.
11. **Assist the church in determining needs; acquiring property; and arranging, equipping, and administering parking space.** In many situations parking is one of the key needs of a church. The property and space committee should carefully monitor the parking needs. If a need exists for additional space, this committee should look carefully at all alternatives. Rearranging existing parking, converting landscaped areas into parking, and cooperative agreements with adjacent or nearby businesses can all be considered along with the purchase of additional property.
12. **Assist the church in selecting and maintaining proper and adequate furnishings for the church programs and activities.** This task should be met in cooperation with other committees and organizations. New chairs for the choir or beds for the preschool area should have the input of those who will use the equipment. The property and space committee should work to seek the best price but should not compromise the need for quality equipment just to get a lower price.
13. **Assist other church committees in responsibilities relating to church property and space.** The church buildings and grounds exist to support the ministry and mission of the church. The user of the property will normally be someone or some group other than the committee. It should be expected that various groups will make requests regarding the property. Request by different groups may not

always be in harmony and may on occasion contact. This committee should work with all committees and organizations to take actions that best support the overall work of the church.

14. **Promote through whatever means available the conservation of energy and other natural resources which are used in the operation of church facilities.** Churches should be leaders in areas of energy conservation and recycling. Careful attention to monitoring heating and cooling can save money and conserve energy. Older buildings should be inspected to ensure that they are adequately insulated. Recycling bins can be set up to encourage church members to participate.
15. **Recommend to the church the appointment of a church survey, planning, and building committee when the church's needs call for new buildings or the remodeling of existing ones.** Major remodeling or building additional buildings will normally be beyond the scope of the property and space committee. Even the work involved in doing a survey to recommend major changes in church property will normally require the appointment of a special committee. If such needs are anticipated, the property and space committee should ensure that the church has the book *Planning and Building Church Facilities*.
16. **Evaluate the property and buildings and make recommendations to ensure that the space is accessible to disabled persons and the elderly.** This process should include the needs for ramps around steps, restroom access, and other related needs.
17. **Evaluate the need for building security and security systems and make recommendations as appropriate.** Some churches will need to be sure they have adequate plans for ensuring the building is locked and keys are controlled. Other churches will need to consider installing buzzers or cameras at doors to control access during weekday work hours. In considering security needs the committee should evaluate the need for parking lot security during regular services. All churches should give specific attention to smoke detectors, fire extinguishers, and other fire prevention systems. Often the minimum need for fire detection systems will be dictated by insurance requirements. Fire systems must not only be installed, they must be inspected and maintained on a regular basis.
18. **Evaluate, make recommendations about, and maintain the church grounds.** This process should include landscaping, mowing, and general cleaning. Attention should be given to highway right-of-way or adjacent property that may not be owned by the church but the church may choose to assist in maintaining to improve the overall appearance of the church property. A well-maintained, attractive exterior is an effective outreach statement.
19. **Evaluate the need for signs and maintain existing signs.** A well-constructed and well-placed sign can serve as an effective piece of advertising for the church. In addition to a general church sign the committee should also look carefully at the need for directional signs in the community and assist in the placement of the signs. If a publicity committee is functioning, this responsibility should be coordinated as a part of overall publicity plans.
20. **Maintain and supervise the use of church vans and buses.** If no other committee is assigned the responsibility for maintaining vans and buses, the property and space committee should assume the job. This would include maintenance schedules, policies for use, insurance, and approval of drivers.

Organization of the Committee

A committee of 6 to 15 members is recommended with the number varying based on the nature of work assigned to the committee. If the committee is expected to do portions of the work of maintaining church property such as cutting the lawn or general repairs, the committee may need to be larger. An alternative to having a larger elected committee would be to have a committee member accept responsibility for coordinating volunteer work. Since the work of the committee does involve several different areas of expertise, having subgroups or individuals assigned specific responsibilities may be helpful. These areas would include operational maintenance, preventive maintenance, parking and grounds, heating and air conditioning, plumbing, electrical, insurance, office equipment and systems, and building security.

As the list of duties for this committee are examined, the need for coordination becomes evident. This committee exists to make the property and space available for use. Effective work will require significant communication with other groups. For example, the preschool committee would want to be consulted about remodeling, repainting, or refurbishing the preschool areas of the church. Another area of coordination involves the allocation of space. Any plans to move groups from the use of one area to another area should be preceded by discussions with all groups to be affected.

Special Considerations

A revolution in communications and electronics that began in the 1980s has affected churches and will continue to affect churches for the foreseeable future. A church office that exists with an electric typewriter and mimeograph machine is a rare exception. In the absence of a special committee or subcommittee, the property and space committee should work with the church staff to support the need for a properly equipped and effective church office. The committee should guard against buying every new electronic device, but it should ensure that the office has what is needed to support the work of the church. Specific areas to consider include, but are not limited to, the following:

1. **Copy equipment.** The standard is a plain paper copier. Existing means of copying should be evaluated. Decisions will have to be made on whether to lease or purchase and how sophisticated the equipment needs to be to meet the church's needs. Determining the actual cost to the church per copy and making that figure known may be advisable. This is an area where written policies may be helpful to control the cost of copying.
2. **Telephone systems.** A telephone system is far from simple in many churches. Multiple lines, the need for multiple instruments, and the many features available on phones today create many needs to evaluate. The committee should work with the church office to consider the need for equipment such as answering machines, FAX machines, and cellular phones. The issue should be to provide the communication the church needs with its members. If the church is relocating or remodeling its offices, special consideration should be given to getting the right phone system in place at that time.
3. **Computer systems.** Churches of all sizes now have computer systems or are planning to install a system. Like other special areas, a computer system should be the responsibility of the property and space committee if it is not specifically assigned to another committee. Initial purchase and installation of a complete system would best be handled by a special study committee. However, more than any other equipment in the church, a computer system will require annual evaluation and attention. The committee should guard against a continual cycle of updating hardware and software. With reasonable care and decision making, a given piece of equipment should provide three to five

years of service. No computer, printer, or software program is obsolete just because something new has been introduced. If the item is still serving and doing the job for which it was purchased and no prohibitive maintenance or support costs exist, the item is not obsolete. The following suggestions provide guidance and give some idea of the scope of attention needed for an office computer system:

- Evaluate requests for new equipment or programs based on need and cost effectiveness.
- Upgrading older hardware is seldom as effective as installing new equipment.
- Be sure the office is using an adequate backup system that includes a plan for offsite storage of backups.
- Ensure that an acceptable system exists for system security including both physical security and password security.
- As with the telephone system, if a major remodeling or relocation of the offices is planned, include the computer system as a major part of the planning.

Resources

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Prepared by David Trammel, regional consultant (living in Louisville, Kentucky), Fields Sales Section, Sales and Customer Service Department, Baptist Sunday School Board, Nashville, Tennessee.

THE CHURCH PUBLIC RELATIONS COMMITTEE

At Pine Valley Baptist Church, a volunteer has generously offered to keep the outdoor church sign up to date with the latest activities. The problem is he can't spell. "Spring revivle," the sign proclaimed one week; "Fall roundup for preskool and childrun's programs" drew comments from another; this week, the sign invites, "Joyn us Sunday."

Ontario Heights Baptist Church has just celebrated its fourth anniversary and its 100th member. Until recently the most effective form of communication among church members was word of mouth. As the congregation has grown, members are complaining they don't know what's going on, who is ill, or the names and faces of new members.

Primera Iglesia Bautista has purchased a building occupied until recently by a church that closed its doors after a much-publicized incident in which the pastor left town with funds belonging to the congregation. The new occupants want to get the word out about their location and let people know they will be a positive influence in the neighborhood.

The choir and drama ministries of Calvary Baptist Church are planning an Easter pageant. In the past special programs have been primarily for church members. This year they want to invite the community and use the event as a vehicle for reaching out to the unchurched.

Friendship Baptist Church rented an unused building on its property to a church member to store old vehicles. He has filled up the building and now has left a rusting truck sitting outside.

These situations pose both problems and opportunities for churches. They represent communications issues. They illustrate some of the tasks of a public relations committee.

Purpose of the Committee

Simply stated, the purpose of the public relations committee is to communicate the messages of the church to church members and the community.

However, before the committee can address its purpose, members must have a clear understanding of what public relations is and is not.

First and foremost, public relations is telling the truth. Messages communicated about the church must be borne out by the experience of people who visit the services. Suppose the public relations committee decides that one important message to be communicated is the friendliness of the church. However, the reality is that members seldom talk to guests in the services. The role of the committee then becomes to work with church leaders and other committees to address the issue of friendliness and the process of greeting guests on the parking lots, helping them get to the right places inside the building, and introducing them to others in Sunday School classes and the worship service. When the church is, in fact, practicing the fine art of friendliness, the public relations committee has a legitimate message to communicate.

Second, public relations is not outreach or evangelism. However, when practiced effectively, it contributes to positive results in both. The materials about the church which are distributed to guests should be prepared by the public relations committee. By their words, their information, and their appearance, they communicate powerful messages positive or negative about the church. Copy for the church listing in the telephone book, signs that help people find their way, information about how to become a Christian communicated in “non churchy” language, assistance in training people in how to visit and make telephone calls, direct mail pieces, and advertising are only some of the areas that should be influenced by a public relations committee committed to supporting the church in its mission of reaching people for Christ and helping them to grow in their faith.

Third, public relations is building understanding and acceptance. While the focus of many efforts may seem to be on facts such as the time and place of events, a larger purpose must be the guiding force. Building understanding and acceptance must include such things as helping people understand the mission and purpose of the church; how the church seeks to accomplish its mission; what it means to be a Christian, a Baptist, and a church member; how and why the church is committed to being a good neighbor and a positive influence in the community. Building understanding and acceptance does not happen through one event or in one year. It takes time.

Fourth, public relations is a continuous process. While the public relations committee may spend a major portion of its budget on one project such as a direct mail brochure, a television ad, or a new church sign, such an expenditure is far more effective when it is part of an overall communications plan developed by the committee. Public relations must be viewed and carried out as an overall process with a goal that is clearly understood and supported by committee members and church leaders. Strategies and actions must be focused on the goal. Evaluation of actions should be based on how effectively they contribute to achievement of the goal.

Fifth, public relations is internal and external. Church members will be the most powerful public relations force on behalf of the church. The key question is whether their contribution is positive or negative. Building understanding and acceptance must begin within. Church members who feel a sense of shared excitement about the church’s mission and who have information about what is taking place and why will be more effective messengers on behalf of the church than media advertising or direct mail. However, if they lack information and understanding, they will communicate frustration and lack of information, sometimes more aggressively than positive attitudes.

Qualifications of Committee Members

When putting together a public relations committee, a variety of perspectives and skills is needed. Having long-tenured and new church members, men and women, and varied ages represented on the committee is important.

Skills to look for include: writing, sales, public relations, advertising, layout, design, video, audio, planning, and scheduling. Also needed are creativity, the capacity to work within a budget, understanding of people, and understanding of the communications process.

Duties of the Committee

The work of the public relations committee can be described in five functions.

1. **Determine within the church and community the understanding and acceptance of the church's work.** This function should be carried out in both formal and informal ways. If the church has not had a public relations committee before, the first action may need to be a survey. Internally, the survey may be done with a printed form, via telephone, using focus groups, or a combination of these. For example, a printed survey might be utilized and tabulated and then telephone calls or focus groups used to validate the results. Externally, a direct mail piece with some type of built-in response mechanism *will* reach the largest audience at the smallest cost. In addition to direct mail, committee members and other leaders, including the pastor, may want to talk with key community leaders such as the mayor, school principals, and teachers in the area; business leaders; and religious leaders. These interviews should be conducted with a list of prepared questions so results may be compared. Often, a public relations committee goes into this process expecting to learn that the church has either a positive or negative image in the community. Instead, they learn the church has no image at all because people don't know it exists.

After completing this formal process, the committee should identify and carry out ongoing informal actions to measure understanding and acceptance. These may include talking with guests and new church members, an item on a visitor's card to learn how guests learned about the church, or periodic church town hall meetings.

2. **Develop with organizational leaders a plan to interpret the church's work to its publics.** The public relations committee should develop a detailed, one-year plan of action and general plans for at least three years. The action plan should include a list and definition of the church's publics. Publics may include but not be limited to church members and families of persons who have visited a church service or attended an event at the church, persons in the neighborhood, church people in the community, unchurched people, and community leaders.

The action plan should include internal and external actions. Plans must be developed within the budget. If the budget is quite small, costly actions such as television advertising should not be considered. However, if the church has not had a public relations committee before, initial actions should include evaluation of basic communications tools such as a logo and its use. Relationships may need to be developed with other committees to ensure that coordination is taking place. If committees in the past have developed their own communications actions for events for which they have responsibility, then roles need to be clarified.

3. **Use appropriate media to communicate the church's work to its publics.** Before developing an action plan, the committee should identify potential media and rate according to high, medium, and low potential. Budget and available expertise may be major factors in which media have high potential. Also, first attention should be given to items which will be used in a variety of ways or which are current problems. For example, logos and letterheads should get early attention. *Also*, if the church property is not well marked to enable guests to find their way, this category should receive immediate attention.

While the list of media is endless, the following is a list of possibilities.

- Sermons and speeches by staff members and lay leaders
- Telephone—personal calls, computerized calling, Yellow Pages listing, number to call for information or prayer requests

- Newsletters for the congregation, groups within the church
- Church bulletins, inserts, printed programs
- Meetings
- Meals
- Letters: Personal, direct mail
- Brochures, flyers, booklets, folders
- Novelties—note pads, buttons, bumper stickers, T-shirts
- Audiovisuals multimedia, video or audio cassettes
- Letterhead, business cards
- Billboards
- Outreach materials—evangelism tracts, church informational pieces
- Napkins, cups
- Newspapers News or feature stories, photographs, editorial ideas, advertising
- Radio News stories, talk shows, public service announcements, advertising
- Television News stories, advertising, talk shows, public service announcements
- Events—concerts, rallies, pageants, festivals, fairs, open house
- Building and grounds, church sign, internal signs.

4. **Increase members' awareness of the values of good church public relations.** One of the most common failings of any public relations group is a failure to market the value of its work to its own constituency. Actions in this area may include: sharing results of strategies such as direct mail; informing members about the most common ways guests learn about the church; giving attention to areas church members see such as logo, letterhead, newsletter, signs, bulletin boards; enlisting the support of the pastor in affirming the value of public relations; citing specific benefits; working with church committees to identify their communications needs and then meet them. One tangible benefit of public relations, well-practiced, should be people reaching for church membership and for salvation.
5. **Recommend policies, procedures, and actions to improve church public relations.** The public relations committee cannot do its work in isolation. One area where policies may need to be evaluated and written is the committee's relationship to other committees. If the church has not had an active public relations committee, then other groups by default may have been doing their own publicity and communications. For the public relations committee to function effectively, it must have a coordinating role for all communications. The public relations committee should set standards for the use of the church logo, for example. It is not uncommon for some church ministries to develop an independent mindset and produce printed materials that fail to identify their connection to the church. Policies may need to be developed requiring all forms of church-related communications to carry church identification. While the property and space committee may have responsibility for the church sign, the public relations committee should be able to influence its design to maximize its effectiveness as a communications tool.

Organization of the Committee

The size of the public relations committee should depend on the size of the church, the committee budget, and the scope of its responsibilities. The minimum size should be three persons. A committee of three would work as a body of the whole to develop its plan and carry out its work.

The public relations committee should be no larger than 12 persons. A committee consisting of seven or more persons should be organized into subcommittees. The nature of the subcommittees should depend on the focus of the committee's work and the resources of its members. One organizational option would be a chairperson and three subcommittees: (1) internal or church media with responsibility for the church newsletter, church bulletin, other printed materials, and bulletin boards; (2) mass media newspaper, radio-television, direct mail; and (3) other media property and space and church signs. Another option would blend internal and external communications and designate subcommittees by media: (1) print (2) audiovisual, and (3) other. The committee should meet monthly. New members should begin meeting with the committee one month before the new church year.

The role of the chairperson is critical in cultivating and maintaining relationships with key church leaders; past; staff members; other key committees such as finance, education, music, outreach, and property and space. The support of the pastor is vital. The pastor or at least one staff member should meet with the committee.

Church public relations is vital to the achievement of the church's mission. The "go and tell" of the Great Commission (see Matt. 28:19-20) is a mandate for missions, evangelism, and communications. Jesus practiced public relations as He captured the attention of people and communicated the good news of salvation in language they could understand. He used a variety of media mass gatherings, one on one conversations, parables, signs in the sand. While the methods are changing every day, the message remains changeless—God loves you just as you are. He offers you the free gift of eternal salvation through His Son, Jesus Christ. He wants you to acknowledge your sins and repent. Will you, right now, accept this gift and enter into a relationship that will last through all eternity? The mission of the public relations committee is to use today's methods to communicate the timeless message so people may come to know Christ and to grow in their faith.

Resources

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Prepared by Linda Lawson, director of the Communications Department, Baptist Sunday School Board, Nashville, Tennessee.

THE CHURCH STEWARDSHIP COMMITTEE

Stewardship must be understood as an essential aspect of Christian discipleship and responsible Christian living. As stewards we affirm God's ownership over the world and all that is in it. We acknowledge our account ability to Him and accept the responsibility to manage life to the glory of God and the good of others.

Stewardship has strong biblical foundations. It is evident in creation: "And God said, Let us make man in our image, after our likeness: and let them have dominion ... over all the earth" (Gen. 1:26). Stewardship is apparent in redemption. Referring to Christ, Paul said, "By him were all things created ... and for Him" (Col. 1:16).

Many of Jesus' teachings emphasize our accountability and management responsibilities. The basic meaning of the biblical word translated stewardship is management. As stewards we are to manage all of our life and resources responsibly.

Good stewardship does not occur automatically; it comes as we study, understand, and apply God's Word and participate in the ministries of our church. As the church seeks to fulfill its mission, the stewardship program becomes vital to individual members and to the church as a body. The quality of a church's stewardship program reflects the church's concern for developing individuals as stewards and for practicing good stewardship as a congregation. These factors should make the development of a year-round stewardship program a priority for the church.

A strong stewardship committee can help the church:

- have an ongoing, year-round program of teaching and planned events
- employ the best methods in stewardship development
- implement a practical process for making stewardship-related decisions
- have continuity and consistency in the stewardship program

Through its work this committee can significantly impact the lives of members and the church as a body as, together, they seek to fulfill the mission Christ intended for the church to accomplish.

Purpose of the Committee

The purpose of the church stewardship committee is to develop in church members an understanding of and commitment to biblical stewardship through a planned, year-round stewardship program.

A church's stewardship program will reflect a healthy balance for individual members as stewards and for the congregation's stewardship. The stewardship committee will lead the church to teach biblical stewardship and provide an example of stewardship for its members. Through the work of the committee, the church will expect its members to become the stewards God expects them to be.

A broader interpretation of the committee's purpose would be to:

- Proclaim through all available media the biblical message of stewardship, including giving.

- Recognize the necessity and place of stewardship in the growth of individuals.
- Affirm the importance of stewardship in the church's plans to carry out its mission.
- Develop and implement a consistent stewardship program that will effectively relate to the needs of members.
- Evaluate and direct all activities related to church stewardship and finances.
- Enable more persons to be involved in evaluating and planning stewardship emphases.

To accomplish this purpose the committee should focus on four important areas:

Stewardship education. Stewardship education involves using materials, programs, activities, and Studies to teach biblical stewardship.

Mission support. Mission support helps the church understand and live by its mission in relation to the members, the community, and throughout the world.

Budget. This aspect of stewardship involves developing, promoting, and administering a ministry centered budget as determined by the church.

Accounting. This segment of stewardship education includes developing and overseeing sound procedures for receiving, counting, depositing, disbursing, recording, reporting, and auditing church funds.

A good stewardship program will result in numerous benefits for individual members. Such a program will help members acknowledge Christ's lordship in acquiring possessions, making spending decisions, developing the grace of giving, and extending their witness in financial planning for the future. A good stewardship program helps members recognize the church as the basic and primary channel through which they express their stewardship.

A good stewardship program will also benefit the church. Through a sound stewardship program the church can give biblical stewardship the status it needs and enable the church to be a better manager of financial resources. The church should demonstrate good stewardship principles to the members which will result in greater support for its ministries locally and around the world.

Qualifications of Committee Members

Members of the stewardship committee should be Christians committed to understanding and practicing biblical stewardship. Members should be able to respond affirmatively and positively to the following questions.

- Am I seeking to manage my life and resources in a way that pleases God?
- Am I demonstrating good stewardship in my home and the community?
- Am I faithfully giving a tithe or more of my income through my church?
- Am I growing in giving?
- Do I have a genuine concern for my church and the fulfillment of its mission?

- Am I willing to participate in training and carrying out assigned tasks?
- Will I attend the stewardship committee meetings and help address special needs?

The chairperson of the committee should be one who can relate well to the church, the church staff, and church program leaders in stewardship areas. The chairperson's tasks involve serving on the Church Council, scheduling and presiding at stewardship committee meetings, and presenting reports and recommendations to the church.

The pastor's leadership is important to the committee. His attitude, preaching, encouragement, and involvement are crucial to a functioning stewardship committee and to a successful church stewardship program.

Duties of the Committee

The suggested duties of the committee parallel the committee's purpose.

Annual training will result in a better committee. While not listed as a duty, all facets of the committee's work should remind members to pray and seek God's guidance in all decisions. The committee should:

1. **Review the committee's purpose, areas of concern, and basic responsibilities.** To stay focused on its task, the committee should annually review what it is expected to do and how its responsibilities relate to the overall work of the church.
2. **Study what the Bible says about stewardship including giving.** Committee members need to become increasingly familiar with biblical teachings on stewardship and key ways to express our stewardship. Giving is a major expression of stewardship and is vital to individual and church growth. One way to help committee members in their understanding of biblical stewardship is to select and assign individual members a Scripture passage as the basis for a brief devotional thought for each committee meeting. Scripture passages that might be used include: Genesis 1:26-29; Deuteronomy 8; 1 Chronicles 29:1-22; Malachi 3:8-12; Matthew 6:19-34; Mark 12:41-44; Luke 12:42-48; 1 Corinthians 16:14; 2 Corinthians 8; Philippians 4:10-20; Colossians 1:15-20; and 1 Timothy 6:6-19.
3. **Study, identify, and write out the mission of the church.** If this has been done, adapt it for use in budget planning and other areas of committee work. If it needs to be done, encourage the pastor to lead in planning how to do it. This will help the committee in budget planning and communicating with the church.
4. **Seek to understand the church's stewardship needs.** Observation, surveys, and other forms of analysis (See Resources) will help committee members go beyond opinions to factual data. What are the areas of strength and what needs to be improved? Regular discussions concerning needs are good reminders to members of their stewardship responsibility. While the committee should keep the full range of their assignment in view, they may become specific in identifying needs. Needs may range from general attitudes of the congregation to the response or lack of response of a specific age group.
5. **Set realistic goals and select action plans to accomplish the goals.** Setting annual goals will give the committee a basis for evaluating and improving their work. Goals, however, are meaningless without definite action plans to accomplish the goals. Clear assignments should be made for each action plan.

6. **Plan and calendar the action plans and emphases that will best help the church.** They may be church wide events or may be targeted toward selected age groups or specific groups within a certain age category (singles, young marrieds, senior adults, and so forth). All age levels need to be considered. Projected plans should be incorporated into an annual plan for stewardship development. Plans that are projected for the year should allow ample time for involving people in developing the budget, promoting a major budget/giving program, and challenging members to give generously through the church.
7. **Seek the cooperation of other church leaders and use all existing channels of the church to communicate biblical stewardship truths.** All church leaders are potential stewardship leaders and must be included. Committee members should use every opportunity to encourage church staff and elected leaders in the church to include stewardship in their ongoing opportunities to influence and teach members. Committee members should affirm and express appreciation to church leaders for their cooperation.
8. **Become familiar with and determine the best available methods and resources for implementing planned activities.** Include Bible studies, visual aids, educational materials, offering envelopes, offertory statements, conferences and seminars, special days or seasons, dramas, tracts, study guides, testimonies, devotionals, Sunday School lessons, new member orientation, and sermons. Helpful denominational resources may be obtained from the state stewardship office and SBC Stewardship Services.
9. **Be sensitive to stewardship needs that are unique or that do not occur regularly.** This could involve needed reviews regarding policies and procedures, handling of funds received from trusts or wills, needed changes in financial record systems, and long-range plans for increased mission support to the association and through the Cooperative Program.

The responsibilities of the committee may also be viewed through the four areas of concern and the purpose of each.

Stewardship education. Stewardship education can help members understand and apply biblical teachings on stewardship in daily life and through their involvement in the church. Include the why and how of managing all the resources that God entrusts to us. Lift up tithing as a biblical guide for giving through the church. Give special attention to creating a climate for worshipful giving, enabling members to develop the grace of giving.

Mission support. Mission Support helps interpret the church's mission in light of God's Word. It also helps members understand how the church seeks to fulfill its mission through ministries in the community, the association, the state convention, and throughout the world. Cooperate with other church leaders in encouraging a generous response to special mission offerings. During budget preparation time, help the congregation become more aware of the church's mission, support responsibility and opportunities through the association and the Cooperative Program.

Budgeting. The budgeting process can lead a church to have the best possible unified, ministry centered budget. Budgeting involves planning, presenting, promoting, and administering the budget. An annual

budget/giving emphasis should lead members to make commitments to support church ministries by giving.

Accounting. Accounting principles enable a church to practice good stewardship and encourage confidence in the church by using sound procedures; maintaining clear communication; and regularly reviewing all aspects of receiving, cotting, depositing, disbursing, recording, reporting and auditing church funds.

All persons who handle church finances should be bonded.

Organization of the Committee

Because churches are different, the approach of organization of committees or work groups vary. Churches will be wise to seriously consider the following suggestions for organizing their stewardship committee. Even though the descriptive word *committee* is used, a church may prefer to use another term such as the *team* or *group*.

Basic organization. The committee should include the chairperson and four or more members. Although they function as a work group, each member may be assigned a specific area or asked to lead the committee in a particular responsibility. As the work progresses, they may feel that additional persons should be involved in planning and conducting some stewardship activities. When the church plans a special project, such as a capital fundraising program, include additional persons as needed.

Expanded organization. Some churches may prefer to use a council approach for their stewardship organization. This may especially appeal to multiple staff churches. This approach calls for a stewardship chairperson and four leaders. The four leaders would direct one of the assigned areas (sections or subgroup stewardship education, mission support, budgeting, or accounting. In some instances an additional area such as planned giving may be added. Each section or subgroup would determine the number of persons needed to accomplish the desired results and that will best represent the church family.

The council (the chairperson and the leaders of the four areas) can greatly facilitate communication and coordination. Each section or subgroup should recommend to the council activities related to its area of responsibility. The council should coordinate these recommendations to provide a calendar of activities reflecting a balanced stewardship emphasis throughout the year. Meetings for all persons involved in the stewardship organization should be determined by need, but meetings should definitely be planned for the discussion and approval of the annual stewardship calendar and the proposed budget.

Limited organization. In some instances a smaller membership church may prefer to use a stewardship leader rather than a committee. This person should lead the church to have an ongoing stewardship emphasis. In consultation with the pastor, the stewardship leader should determine needs and plans in stewardship education, mission support, budgeting, and accounting for funds received. The plans should make use of the existing channels in the church to lead members to understand and practice biblical stewardship. The leader should encourage the election of a committee as soon as possible.

An Example of a Year-Round Stewardship Development Program

A planned, year-round stewardship program will enhance all areas of church life and will minister to individual members. Planning an annual calendar of stewardship activities/ emphases calls for cooperation, calendaring selected activities, and communication between committee members and church leaders.

One way to approach the year-round concept is to determine what could be done weekly, monthly, quarterly, and annually. The following suggestions illustrate what could be done.

Weekly Ideas

- Use stewardship statements/missionary prayer requests in the worship services.
- Seek to make a worship experience in both Sunday School and the worship services.

Monthly Ideas

- Use posters, tracts, and bulletin inserts.
- Make ministry progress reports in business meetings or worship periods.
- Include stewardship teaching in new member orientation (if conducted monthly).
- Present a stewardship thought or truth and/or information about associate at home, and foreign missions in church mailing or midweek handout.

Quarterly Ideas

- Plan testimonies in worship or Bible study periods. (Ask people for specific testimonies such as tithing, priority of the church in giving, values of money management, and so forth.)
- Use various forms of drama.
- Preach stewardship sermons.
- Use stewardship devotionals at appropriate times in church related meetings.
- Use stewardship materials written for specific age groups.

Annual Ideas

- Plan a stewardship Bible study.
- Conduct a Christian money management conference.
- Emphasize Christian will making.
- Attend associational or state convention sponsored stewardship conferences.
- Involve members in planning the annual budget.
- Present and adopt an annual unified budget.
- Conduct a major budget/giving program that challenges members to give.
- Observe Cooperative Program Day.
- Plan a Cooperative Program emphasis in October.
- Observe Associational Missions Week in May.

Resources

SBC Stewardship Services Catalog is the primary resource for ordering stewardship materials. Descriptions of the latest materials are included. Copies may be obtained from your state stewardship office or from SBC Stewardship Services. Materials may be ordered from SBC Stewardship Services by calling 1-800-458-2772.

The Stewardship Standard is a guide for evaluating and planning a church's year-round stewardship program. Request copies from your state stewardship office.

The Church Stewardship Committee (SC-1) is published by the Stewardship Commission. It provides a guide for communities and includes helpful surveys for use by the committee.

ABCs of Church Budgeting and Promotion (SC-2), an annual stewardship plan book, suggests activities for the church to consider each year. It contains helpful guidance for budget planning. Order from SBC Stewardship Services.

Christian Stewardship in Action (BK-1) by Ernest D. Standerfer and Lee E. Davis is a study book that will help members gain an in-depth view of the four major areas of concern assigned to their committee. Order from SBC Stewardship Services.

Contact your state stewardship office or the Stewardship Commission, 901 Commerce Street, Suite 650, Nashville, TN 37203-3634 for further help or guidance in organizing your committee and developing a year-round stewardship program for your church.

Prepared by Ernest Standerfer, executive vice president, Stewardship Development, SBC Stewardship Commission, Nashville, Tennessee.

THE CHURCH USHERS COMMITTEE

Church ushers have a unique and vital ministry of hospitality in a church that understands its role as a “good news” proclamation center. Ushering is more than a mere function; it is a ministry of the body of Christ. Churches that grasp this ministry concept of ushers and invest the time and effort in developing an effective church ushers *committee* will not only enhance their reputation but will be assisting in advancing God’s kingdom.

The church ushers committee is a vital entity for any church. After the outside appearance of a church, the church usher will many times be the first impression a visitor gets of a church. Church ushers provide a service of ministry that is strategic to a church attempting to be a growing and ministering congregation in a community. The church that approaches this committee as a ministry function of the body of Christ and prayerfully seeks to equip it to perform its duties will succeed in representing Christ to the church and the community in a positive and powerful way.

Purpose of the Committee

The beginning point for any entity in the church is to ask why. Why should a church have ushers? What is their purpose? “Offer hospitality to one another without grumbling” (1 Pet. 4:9, NIV).¹ “Share with God’s people who are in need. Practice hospitality” (Rom. 12:13, NIV). “Do not forget to entertain strangers” (Heb. 13:2, NIV). These verses along with 1 Corinthians 14:40 remind us that everything should be done in a fitting and orderly way in the church to help give us insight into the purpose of the church ushers committee. We get the term *usher* from the Latin word *ustiar ius* which means doorkeeper or one who cares for the door of a chamber. From these verses we can see that the ministry of the usher goes far beyond opening a door. The purpose of an usher is to represent Christ to all who come to worship at the church. In a sense, they serve as the host of the building in which believers and strangers gather to seek God. This purpose alone expresses the privilege and responsibility that falls to a church usher.

Qualifications of Committee Members

Many years ago Arthur Flake stated that no task in the church requires greater faith and more wisdom than selecting the right kind of leaders.² While he was referring to Sunday School leaders, the same can apply to the church usher committee. Individuals who are elected to this committee need to understand that their service will be to both God and people. Each member needs to sense God’s leading when considering this possibility of ministry. Certain qualifications are imperative when inviting someone to serve:

1. A church usher should be a believer whose lifestyle reflects Christian values.
2. A church usher should have a good reputation both inside and outside of the church.
3. A church usher should have a loving attitude of service with humility.
4. A church usher must be known for spiritual maturity, faithfulness, prayer, and dependability.
5. A church usher should be a member of the church and a supporter of the church’s ministries.

¹ From the Holy Bible, New International Version, copyright © 1973, 1978, 1984 by International Bible Society. Subsequent quotations are marked NIV.

² Ken Hemphill and R. Wayne Jones, *Growing an Evangelistic Sunday School* (Nashville: Broadman Press, 1989), 65.

6. A church usher should be neat and clean and kind to all.
7. A church usher must be one who has a consistent and a stable temperament.
8. A church usher needs maturity and wisdom to handle the many elements involved in ushering.
9. A church usher needs to learn people skills.
10. A church usher must love people.

Duties of the Committee

The duties of church ushers will vary from church to church. An excellent list of duties can be found in the book, *Church Officer and Committee Guidebook, Revised*. When developing duties, consult with worship leaders, paid or volunteer, to gain some suggestions from their point of view. Some possible duties of church ushers are listed below:

General

1. **Arrive early for “worship services (30 minutes prior to starting time is usual).**
2. **Make sure that all appropriate doors are opened and lights are turned on.**
3. **Always check the restroom facilities for cleanliness.**
4. **If necessary, sweep or clean entrance ways.**
5. **Check thermostat settings for appropriate cooling and heating.**
6. **If necessary, pick up any trash on church pews and straighten hymnal rack materials.**
7. **Make sure bulletins, offering plates, guest cards, and other needed materials are ready and available. Be clear on the order of worship.**
8. **As guests arrive, greet them with a smile and a warm word of welcome. Introduce yourself.**
9. **Assist people with information, materials, and seating as needed.**
10. **During the service be aware of needs and move to meet such needs appropriately.**
11. **Concentrate on the worship service and participate appropriately.**
12. **After the service open doors and assist people as needed for departing.**
13. **When people have left, check thermostats again, close doors, turn off lights, pick up clutter, and ask questions if needed about the next service. In addition to these general duties, some specific duties may fall to the church usher on certain occasions.**

Additional Duties

1. **Assist in the formal welcome of guests.** Once again, the method in which churches greet and welcome visitors to the worship service will vary. Ushers need to be courteous and gentle when distributing guest cards. They need to make eye contact and smile. Ushers should not show partiality in their efforts. Ushers should be prepared with material (card, pencil, etc.) and should not overwhelm the guest with loud speech or bold movements. Ushers should always base their actions from the perspective of the guest and not from that of a church member.

2. **Assist in gathering the offering.** Ushers should remember that the offering is part of the worship experience. They need to be aware of any special directions and follow them. Ushers also should walk down the aisle with poise and reverence, handle the offering plate appropriately, bow their heads and close their eyes during the prayer, and hand the offering plate gently and securely to the person. If a large amount of space exists between people, the usher should assist in passing the plate. Ushers should follow church policies regarding security of church offerings after they are collected.
3. **Assist in maintaining various elements in the worship service.** Depending on the size of the church and the age of the facility, various needs may arise in which the church usher can be extremely helpful. If the worship center becomes too cool or hot, ushers should discreetly move and change thermostats. If there is noticeable noise (classes dismissing, talk, fans, foyer noise, and so forth), ushers should appropriately encourage people to be quiet or correct machine noise. If special assistance (wheelchair, walker, aged) is needed, ushers need to move quickly and courteously. If any of the worship leaders ask for assistance, ushers must be ready to comply.
4. **Assist in emergency situations.** The people who come to worship services are just that—people. In most churches occasional problems will arise for a variety of reasons. To effectively serve, church ushers need to be aware of procedures beforehand. Ushers should be prepared to quietly contact an individual who receives an emergency message. The usher should escort the person to the foyer before giving them the message. The message should be written down to avoid confusion. Also, ushers should be ready to give directions to the nearest telephone if necessary.

If someone becomes ill during a worship service, ushers should try to give assistance discreetly and, if necessary, assist them out to a restroom. Ushers need to be aware of their feelings and assure them of their concern. A simple first aid kit should be readily available. If someone becomes too ill or passes out and is unable to leave, ushers should be familiar with the procedures to be used for assisting the person, family, and congregation at such times.

Emergency numbers should be posted in the foyer; oxygen also should be available. Some or all ushers should be trained in CPR and should be aware of physicians in the congregation. Ushers and worship leaders should have an approved procedure for instructing the congregation if emergency technicians must come into the worship center to assist the person.

In case of fire evacuation routes should be known. One person should be delegated the responsibility of overseeing this procedure. This person needs to move quickly and safely to the platform and give slow, calm, but firm directions to the congregation. The same suggestions are applicable for electrical outages or bomb threats.

Organization of the Committee

A church ushers committee should be accountable to the church. The church nominating committee or committee on committees should nominate the ushers to the church for approval. The church through the nominating committee should decide and communicate to the ushers such things as duties, length of service, training opportunities, and other expectations. The church nominating committee should also include the chairperson of the ushers committee when nominating prospective ushers.

Many churches allow the chairperson to enlist ushers after the candidates have been approved by the nominating committee. This procedure allows good communication between the chairperson and committee members. The number of committee members will vary according to church policy, size, and needs. Whatever the size, at least a chairperson, assistant chairperson, and recorder are needed.

The work of the committee depends on the commitment of the chairperson. The chairperson should be a detail conscious individual with a cooperative spirit. The chairperson should be able to love, support, and work with the worship leaders. This person needs to be diligent and a good administrator. Some of a chair person's duties might include:

1. Be involved in enlisting and training ushers.
2. Call committee meetings (at least quarterly)
3. Preside at committee meetings with a prepared agenda.
4. Be responsible for organizing the committee to fulfill its task.
5. Communicate committee policies, rotation schedules, and procedures to staff, ushers, and Church Council.
6. Arrange for additional or substitute ushers as needed.
7. Be responsible for ushers' resources such as guest cards, offering plates, bulletins, and so forth.
8. Communicate with worship leaders prior to and, at times, during the service.

Supplies for Effective Ushering

A storage area for usher supplies and a designated area for lost and found are needed. Also needed is a first aid kit containing the following items: an antiseptic; four packages of sterile four-by-four inch gauze squares; four rolls of two inch sterile gauze bandages; one roll of one inch adhesive tape; one pair of sharp scissors, labeled "emergency only"; one box of assorted bandages and one box of the extra large bandages; two boxes of tissues; one flashlight with batteries and extra batteries; one bottle of smelling salts (spirits of ammonia). Other supplies also needed are paper drinking cups, three cans of sweetened orange juice, one can opener, identification badges, flowers, and bands or symbols, and a diagram of church facilities.

Resources

Church Administration magazine

Growing Churches magazine

Bruce P. Powers, *Church Administration Handbook*. Nashville: Broadman Press, 1985.

James A. Sheffield and Tim J. Holcomb, *Church Officer and Committee Guidebook, Revised*. Nashville: Convention Press, 1992.

Charles A. Tidwell, *Church Administration: Effective Leadership for the Ministry*. Nashville: Broadman Press, 1985.

Ernest White, *The Art of Human Relations*. Nashville: Broadman Press, 1985.

Prepared by Travis Bundrick, minister of education, First Baptist Church, Temple, Texas.

THE CHURCH WEEKDAY EDUCATION COMMITTEE

Purpose of the Committee

The purpose of the weekday education committee is to coordinate all activities and ministries of various week day programs and to serve as liaison between the week day program and the church. A church weekday program should be an integral part of the total ministry of a church and should reflect the overall goals of the sponsoring church. To accomplish this, an active weekday education committee should be elected and given responsibility for beginning, supporting, and coordinating the weekday program within guidelines established by the church. This coordination will ensure that week day and other church leaders work from the same principles to meet the physical, mental, social, emotional, and spiritual needs of children enrolled in weekday programs. The weekday education committee may be responsible for one or more weekday programs. Some of these programs include:

- Kindergarten is a half-day program for five-year-olds that provides developmentally appropriate activities designed to teach the total child. (Four-year-olds are included in some states.)
- Preschool is similar to kindergarten but is designed for younger children.
- Preschool day care is all-day care and teaching for children as young as six-weeks-old, focusing on assisting working parents by providing a quality program.
- Mother's day out is a one- or two-day a week program developed for the convenience of non-working parents; it should be more than a babysitting service by providing developmentally appropriate activities for each child.
- School-age child care is designed to assist parents whose work schedules do not coincide with children's school schedules. Quality care and learning experiences are provided part time during the school year and full time during the summer.
- Christian schools provide a total educational program for children's basic education in a Christian environment.
- Day care for the handicapped provides daytime care for handicapped youth and/or adults from families whose work schedules or other family responsibilities do not provide an alternative other than institutional care.

Senior adult day care is a ministry to senior adults who live at home or with families but who cannot stay alone while their caregivers work.

Whatever kind of weekday program a church feels led to develop, a strong weekday education committee can make that program a more vital part of the church's ministry. Coordination, involvement, planning, and support—the challenge is great!

Qualifications of Committee Members

The church weekday education committee should be selected by the church nominating committee and elected by the church. A balanced representation of the church's membership produces natural spokespersons for weekday education in many key groups in the church. Especially helpful on the committee would be persons who have a background or expertise in child development or early childhood

education, legal matters, social work, business and finance, medical fields, public relations, and personnel management.

When possible other church members need to be involved on the committee—a parent of a child enrolled in the program, a preschool teacher from another church organization, a deacon, and a senior adult. The director serves as an ex officio member of the committee. For better coordination in a church with both a preschool and a weekday committee, chairpersons of each can serve as ex officio members on the other committee. The following church staff members should be ex officio members: pastor, minister of education, minister of childhood education, and the preschool director.

Duties of the Committee

Each church will want to formulate the specific responsibilities of its weekday education committee. However, basic duties must be performed for effective administration of any weekday program. The major responsibilities of the weekday education committee include:

1. **Determine policies and procedures for operating and administrating the programme.** These guidelines should reflect the purpose and philosophy of the program and outline the practical aspects of day-to-day operations. Items such as admission requirements, tuition and registration fees, record keeping, calendar dates, and insurance coverage should be included.
2. **Work in coordination with the personnel committee to staff the weekday education program.** Qualifications, duties, and job descriptions must be determined, Also included in this area are such items as salary, benefits, and personnel policies, Procedures must be set up for the employment and supervision of the weekday education staff and for dealing with employee problems and dismissal when necessary.
3. **Assist the program director in developing a workable budget.** Support must be given in initial budget planning and in the periodic review of reports and records. The committee also may give guidance as needed to ensure proper purchasing, adequate income, and consistent financial statements.
4. **See that the weekday education program and facilities comply with legal and licensing requirements.** The committee can assist in building an awareness of the latest changes in state, city, and county licensing laws and safety codes. Even after the required license and permits have been obtained, systematic checkups and evaluations are necessary to see that the church program is far above minimum standards.
5. **Direct public relations efforts to inform, involve, and educate church members and the community about the program.** The committee is the liaison between the program and the church. The church must consistently be aware of the ministry of the program if it is to receive proper church support. The program must be publicized if community needs are to be met through the program's ministry.
6. **Coordinate the work of the program with other church activities involving young children.** The multiple use of space, furnishings, and equipment by several organizations requires close supervision and careful coordination. Establishing good relationships is vital to the acceptance of weekday education as part of the total church ministry.
7. **Review reports and records to ensure proper operation of the program.** Financial records, personnel files, and children's files should be reviewed as a safety/support system for the program director.

8. **Report regularly to the church about the work of the weekday education program.** Statistics are important as information, but do not forget to share the personal side of weekday ministry with the church. If outreach successes, ministry opportunities, amusing anecdotes, and special activities are communicated to church members, they can have a clearer understanding of the scope of their weekday education ministry.
9. **Organize the involvement of church members and parents as volunteers in the program.** Plans should be made to make both groups aware of specific needs which can be met through volunteer involvement in the program. Church members and parents will be more supportive of the weekday staff and program when they are personally involved.

Thus far the duties of the committee have been just that—duties! When committee members are limited to the routine tasks of effectively operating a weekday program, they may not sense as many personal rewards as when they become involved on a more people-to-people basis. Other kinds of enrichment responsibilities may be used for relationship building and personal ministry. These may include such responsibilities as:

Staff prayer assignments. Persons on the weekday committee can assume responsibility for praying for a certain group of the weekday staff. Regular prayer support and frequent communication with an assigned group of staff persons encourage and enrich the lives of both groups. Prayer, personal notes, telephone calls, and remembrances on special days may be used in this ministry.

Family assignments. Each committee member is assigned an equal number of families enrolled in the program. Families are made aware of this ministry and are encouraged to contact their assigned committee member during times of crisis and to obtain routine information about the weekday program or other church functions. Committee members are encouraged to pray for and to communicate with their assigned families on a regular basis.

Home visits to enrolled families. Committee members may want to join weekday teachers in visiting enrolled families, especially those who are new in the program. The teacher can share information about the program; the committee member can extend a welcome from the church.

Appreciation activities. The weekday committee can plan special events that express gratitude to the weekday education staff. These may include a once a year banquet, remembrances on staff birthdays, Sunday recognitions involving the entire church, or the coordination of parent/teacher appreciation times.

Other duties and responsibilities can be added as programs grow and as needs change in the local church. Committee members need to be flexible to adapt to new problems and changes. Stagnant, non adaptive committees will not be adequate to meet the challenge. A growing program will require a growing committee.

Organization of the Committee

A committee operates best when its size is manageable—small enough for members to be able to develop personal relationships, yet large enough not to overload anyone with too much work. Most church weekday education committees consist of five to seven elected members. Large weekday programs or churches with multiple programs may require a larger committee which can be subdivided into smaller

work groups. Membership on the committee should rotate in accordance with other church elected committees. Terms of two or three years seem to work well in most situations. No more than one third of the committee should be newly elected each year.

The weekday committee should have an elected chairperson and other officers as needed for effective work. For the work to be equally divided, each committee member may be assigned a major area of specific responsibilities. This will prevent one or two members' having to overextend themselves and will promote more effective committee work. Possible division of responsibilities could include the following: chairperson, finances, policies, facilities/ equipment, public relations, and home relations. Committee members also may assume leadership roles in coordinating and planning special events and projects such as parent meetings, open house, training sessions, end of the year programs, or staff appreciation emphases.

The weekday committee should meet as often as necessary to coordinate the weekday education in the church; a minimum would be at least once each quarter. During certain periods of the year, a monthly meeting may be needed. The committee members should ask God's guidance in every activity they are called to carry out.

Whatever the size of the committee or its structure, selection should be made diligently and prayerfully. Each committee member should be enlisted with an honest statement of the work involved, a high expectation of participation, and a clearly defined challenge to Christian ministry and service.

Training the Committee for Effective Work

Properly elected committee members and an adequate list of duties do not necessarily ensure successful week day education committee work. These two elements need the additional support of effective training. If committee members are to accomplish the task set forth by the church, they must be trained to do their job. Even the enthusiastic person may not know how to administer a weekday education program. At least once a year the church weekday education committee needs training and orientation to help new members understand their roles and to re-emphasize those roles to previously elected members. This training should be both inspirational and informational. A combination of several of the following ideas probably will be most effective in orienting and training weekday committees.

- Overview the basics of child development and childhood education (for whatever age levels are appropriate for the programs involved) during one of the committee sessions. The director, a panel of teachers, or a guest speaker may guide the discussion.
- Use an outside guest to provide training on the subject, "Effective Weekday Committee Work." The leader could be a neighboring director, a weekday education consultant, or a knowledgeable committee chairperson from a nearby church.
- Show slides depicting the daily schedule in the weekday program. Discuss how each picture depicts the achievement of the program's philosophy.
- Contact the local Baptist association office or the state Baptist convention office about regional training sessions available for weekday committees. Involving committee members in group sessions with committees from other churches may be helpful as they share ideas about their work.

- Observe the weekday program in operation. Persons who are elected to serve on the committee should have first-hand experiences in observing the program during the hours of its operation. Each committee member needs an awareness of all that goes on during day-to-day operation. Committee members also may need to be present as parents are bringing or picking up their children. Observing teachers as they work and having lunch with the children also can be helpful.
- Encourage and make arrangements for weekday education committee members to visit and observe other local programs. Members will return from such visits with ideas for creatively improving their own program or a new consciousness of how well their own program is doing in caring for and teaching children and meeting the needs of parents. Both insights can be constructive.
- Assign each new committee member to one who has been on the committee for at least a year. This one on one apprenticeship can help new members feel a sense of group and can help orient them to the work quickly and personally.
- Invite committee members to participate in parent meetings. Bringing committee members in contact with parents allows for dialogue and relationship building.
- Mail all parent notices, newsletters, special announcements, and other communication to each committee member on a regular basis.
- Provide each committee member with a notebook or folder of information about the program. The notebook can include a history of the program, copies of present bylaws and policies, financial information, names and addresses of committee members and staff, articles about the weekday program, and a list of committee duties.
- Share reading materials with committee members. Reports on books or articles shared in committee meetings on a regular basis can expand the committee's awareness and knowledge about weekday education. The weekday director, the committee chairperson, or members may be assigned specific chapters or articles on which to report.
- Use an annual plan sheet. A plan sheet may be helpful in identifying priorities and responsibilities for committee members. The plans can become goals for the year as each member strives to see that his part of the task is achieved. Some churches also offer a time of joint training for all committees at the beginning of a new church year. The weekday committee should take advantage of this additional opportunity for training in general committee work. Understanding the extent and importance that committees play in a vital, growing church is important.

Resources

The following resources are available at Baptist Book Stores and are designed specifically for church related weekday education programs. The weekday education committee should be familiar with them and encourage weekday staffs to use them when appropriate.

Curriculum Materials

Dixie Ruth Crase, *WEE LEARN Curriculum Guide for Two-Year-Olds*. Nashville: Convention Press, 1983.

Saundria Keck, Kaye Keeton, Lorene Lumpkin, *WEE LEARN Curriculum Guide for Infants and Toddlers*. Nashville: Convention Press, 1985.

Theresa Krieg, Christine Carver McCauley, Barbara Yarbrough, *WEE LEARN Curriculum Guide for Four-Year-Olds, Revised*. Nashville: Convention Press, 1994.

Cleatus Moorehead and Doris Rouse, *WEE LEARN Curriculum Guide for Five-Year-Olds: Supplement*. Nashville: Convention Press, 1989.

Carol Reddish, Peggy Ward, and Linda Wayne, *WEE LEARN Curriculum Guide for Three-Year-Olds*. Nashville: Convention Press, 1986.

Doris Haver Rouse, *WEE LEARN Curriculum Guide for Five-Year-Olds*. Nashville: Convention Press, 1981.

WEE LEARN Teaching Pictures for FourYearOlds. Nashville: Convention Press, 1994.

Administrative Materials

Geraldine Addison Carey, Kay Vandevier Henry, *Teaching in Church Weekday Education*. Nashville: Convention Press, 1988.

Bob Couch, *Church Weekday Early Education Administrative Guide, Revised*. Nashville: Convention Press, 1990.

Melba Hawkins and Barbara Vandergriff, *Caring for School-Age Children: a Church Program Guide*. Nashville: Convention Press, 1986.

Kay Vandevier Henry and Carol Reddish, *Mother's Day Out Program Guide, Revised*. Nashville: Convention Press, 1989.

The Ministry of Childhood Education, Revised. Nashville: Convention Press, 1990.

Prepared by Amy Morrow, preschool and weekday education consultant, Franklin, Tennessee.

BAPTIST STATE CONVENTION RESOURCES

Church Administration Ministries

(800) 395-5102

1. *Church Policy Manual Guidebook: A Legal and Practical Guide for Developing Church Policies*
By Dr. Lynn Buzzard
2. *Church Incorporation in North Carolina Baptist Churches*
By Dr. Lynn Buzzard
3. Church Administration Consultants: Conferences and Consultations in ...
 - a. Ministry Management
 - I. Church Incorporation
 - II. Risk Management
 - III. Church Business and Finances
 - IV. Committee Training
 - V. Church Constitution and Bylaws
 - VI. Church Policies
 - b. Ministry Coordination
 - I. Transitioning from Committees to Ministry Teams
 - II. The Ministry Team System
 - III. The Ministry Connection Team and Gift Based Ministries (formerly Nominating Committee)
 - III. Ministry Coordination Team (formerly - Church Council)
 - c. Ministry Planning
 - I. Developing a Church Ministry Plan
 - II. Team Plannin
 - III. Ministry Coordination Team Planning

