

**MINISTRY PROFILE for \_\_\_\_\_**  
**University United Methodist Church**  
**(Date)**

*The presumed priority job of every University UMC staff member is to either make disciples or make decisions that make disciples. The following Ministry Profile outlines your “first understanding” on how you practice that priority through your staff responsibilities.*

**My ministry title is:**

**I am the church’s primary:**

**My ministry’s purpose is to:** *(one sentence summary job description)*

**The “Vision Map slogan” for my ministry is:**

**My success will be evaluated mainly in the areas of:**

**The question that I bring to every planning discussion/decision is:**

**My ministry’s target populations/constituencies include:**

**My practice of ministry is usually located in/on:**

**The initial time allocations for my ministry are (in order):**

**Existing committees and teams for which I am the staff LEADER include:**

**Existing teams and programs for which I am the staff MANAGER include:**

**Existing teams and programs for which I am the staff CONTACT include:**

**My primary supervisor is the:**

**In addition to the Directing Pastor, I can also seek spiritual guidance and support from:**

**My annual performance evaluation and ministry profile revisions are done by the:**

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July 27, 2009

«FullNameWithSalutations»

«AddressLine1»

«AddressLine2»

«AddressLine3»

Dear «SalutationGreeting»,

Congratulations on your commitment to the journey of faith through the *Pathway to Discipleship*. I would like to extend a personal invitation to continue your journey by joining me this fall for the 2009-2010 class of the **The Pastor's Academy**. The purpose of **The Pastor's Academy** is to create a place for potential servant leaders to be personally mentored by me, the Directing Pastor, for the high calling of making disciples, making decisions that make disciples, and making congregations that make disciples. This is a high expectation course, but I believe that it will be well worth the time we invest together.

I would ask you to look over the enclosed syllabus and prayerfully discern your desire to participate this year. Then, I would like you to contact my assistant, Ruth Towers (ruth@uchurch.tv or 690-7360), and let her know if you will be joining us. Either way, I ask that you let us know of your decision as soon as possible. Tuition and fees of \$130, which cover all books and course materials, will be due no later than August 10 to the Discipleship Office. There are a limited number of scholarships available through the Discipleship Office. Contact Laura Mick (Laura.Mick@uchurch.tv or 690-7335) in the Discipleship Office for more information.

I am truly looking forward to this year's Pastor's Academy. I know that it will be a time of learning, growth, and blessings for me, as well as all who join me for the journey. If you have any thoughts, questions or concerns as you think and pray, please let me know.

Grace and peace,

Charles Anderson

Enc: syllabus

July 28, 2009

«FullNameWithSalutations»

«AddressLine1»

«AddressLine2»

«AddressLine3»

Dear «SalutationGreeting»,

I have a personal favor to ask you.

For the last several years of my ministry, I have had a personal, private group each school year that was devoted to growing my soul as both an individual disciple and as a Methodist pastor. I call this group THE PASTOR'S CABINET. On Sunday evenings, the Cabinet and I get together for 90 minutes of prayer, Bible study, group discussion, open evaluation, and honest feedback. The Cabinet, usually no more than eight people in size, is completely comprised by persons handpicked by me for their Christian witness, their personal integrity, and the evidences of God working in their lives. They are people that I feel comfortable with sharing my interior life, my professional life, and my personal development. The identities of Cabinet members are kept confidential, so that congregation members do not put undue stress on members.

After a time of prayer and discernment, I want to invite you to serve on The Pastor's Cabinet for 2009-2010. The Cabinet will begin on Sunday evening, October 4, 7:30-9:00 p.m., and will conclude on Sunday evening, June 6. We will meet three Sunday evenings a month, with at least one Sunday off each month as well as holiday Sundays. I will provide a notebook and ongoing articles and resources for you; you are asked to bring your Bible each week and to buy about three books during the year (we can get them discounted through The Word Store).

I know you are already a very busy person, but I also know that you have gifts and graces that can help to grow both my personal soul and my practice of ministry. I also know that you yourself will find this a precious opportunity for your own Christian development. I also invite you to read the enclosed sample syllabus from a previous session of The Pastor's Cabinet—it will give you a more detailed picture of the opportunity.

I ask you to be in prayer about this. I will call you next week for your answer, or you can tell me this Sunday morning. Thanks for your consideration, and may God bless you!

Yours in Christ,

Charles Anderson  
charles@uchurch.tv

## **ANNUAL “REVIEW & PREVIEW” PROCEDURE**

### **University United Methodist Church**

January is the designated time for an annual “review and preview” meeting with between senior program personnel and their supervising/evaluating pastor. The purpose of this process is for staff person and supervising pastor to mutually look back on the staff person’s preceding year’s ministry for lessons that will strengthen his/her experience for the upcoming year. Staff person and supervisor also look ahead to the next 12 months to anticipate the staff person’s ministry direction and needs. Finally, staff person and supervisor dialogue on what they need from each other in the upcoming year in order to fulfill our ministries as staff person and as supervisor.

In anticipation of the meeting, the staff person writes out answers to the following questions, and to return a copy of his/her answers to the supervisor by an assigned date (the staff person keeps a copy of his/her answers to bring to the discussion). Questions for response are:

- 1) What three things do you celebrate most about your ministry in 2009?
- 2) What three things do you wish had been different regarding your ministry in 2009?
- 3) What three priorities do you see for your ministry in 2010?
- 4) What three things do you need from me as your supervisor to fulfill your ministry in 2010?

Once the supervisor has received the written responses, he/she will schedule the appointment. The meetings are meant to be no longer than an hour. At that time, the supervisor will give the staff person his/her answer to five questions, which are:

- 1) What three things do I celebrate most about your ministry in 2009?
- 2) What three things do I wish had been different regarding your ministry in 2009?
- 3) What three priorities do I see for your ministry in 2010?
- 4) What three things will I provide you as your supervisor to fulfill your ministry in 2010?
- 5) What three things do I need from you to fulfill my ministry in 2010?

Following the meeting, the supervisor writes a brief memo of key areas of agreement (common or negotiated) and key areas of difference. Copies of each Review-Preview document, along with the memo, are sent to

- 1) The staff person
- 2) The staff person’s file
- 3) The supervisor.
- 4) The Directing Pastor on behalf of PPRC.

## 30 Core Competencies

### **Beliefs**

#### **TRINITY**

Creed: I believe the God of the Bible is the only true God - Father, Son, and Holy Spirit.

*“May the grace of the Lord Jesus Christ, and the love of God, and the fellowship of the Holy Spirit be with you all.”*

2 Corinthians 13:14

#### **SALVATION BY GRACE**

Creed: I believe a person comes into a right relationship with God by his grace, through faith in Jesus Christ.

*“For it is by grace you have been saved, through faith - and this not from yourselves, it is the gift of God - not by works, so that no one can boast.”* Ephesians 2:8-9

#### **AUTHORITY OF THE BIBLE**

Creed: I believe the Bible is the Word of God and has the right to command my belief and action.

*“All Scripture is God-breathed and is useful for teaching, rebuking, correcting, and training in righteousness, so that the man of God may be thoroughly equipped for every good work.”* 2 Timothy 3:16-17

#### **PERSONAL GOD**

Creed: I believe God is involved in and cares about my daily life.

*“I lift up my eyes to the hills - where does my help come from? My help comes from the LORD, the Maker of heaven and earth.”* Psalm 121:1-2

#### **IDENTITY IN CHRIST**

Creed: I believe I am significant because of my position as a child of God.

*“Yet to all who received him, to those who believed in his name, he gave the right to become children of God.”*

John 1:12

#### **CHURCH**

Creed: I believe the church is God’s primary way to accomplish his purposes on earth today.

*“Instead, speaking the truth in love, we will in all things grow up into him who is the Head, that is, Christ. From him the whole body, joined and held together by every supporting ligament, grows and builds itself up in love, as each part does its work.”* Eph 4:15-16

#### **HUMANITY**

Creed: I believe all people are loved by God and need Jesus Christ as their Savior.

*“For God so loved the world that he gave his one and only Son, that whoever believes in him shall not perish but have eternal life.”* John 3:16

#### **COMPASSION**

Creed: I believe God calls all Christians to show compassion to those in need.

*“Defend the cause of the weak and fatherless; maintain the rights of the poor and oppressed. Rescue the weak and needy; deliver them from the hand of the wicked.”* Psalm 82:3-4

### **ETERNITY**

Creed: I believe there is a heaven and a hell and that Jesus Christ is returning to judge the earth and to establish his eternal kingdom.

*“Do not let your hearts be troubled. Trust in God; trust also in me. In my Father’s house are many rooms; if it were not so, I would have told you. I am going there to prepare a place for you. And if I go and prepare a place for you, I will come back and take you to be with me that you also may be where I am. You know the way to the place where I am going.”* John 14:1-4

## **Practices**

### **WORSHIP**

Creed: I worship God for who he is and what he has done for me.

*“Come, let us sing for joy to the LORD; let us shout aloud to the Rock of our salvation. Let us come before him with thanksgiving and extol him with music and song. For the LORD is the great God, the great King above all gods. In his hand are the depths of the earth, and the mountain peaks belong to him. The sea is his, for he made it, and his hands formed the dry land. Come, let us bow down in worship, let us kneel before the LORD our Maker; for he is our God and we are the people of his pasture, the flock under his care.”* Psalm 95:1-7

### **PRAYER**

Creed: I pray to God to know him, to lay my request before him and to find direction for my daily life.

*“Come and listen, all you who fear God; let me tell you what he has done for me. I cried out to him with my mouth; his praise was on my tongue. If I had cherished sin in my heart, the Lord would not have listened; but God has surely listened and heard my voice in prayer. Praise be to God, who has not rejected my prayer or withheld his love from me!”* Psalm 66:16-20

### **BIBLE STUDY**

Creed: I study the Bible to know God, the truth, and to find direction for my daily life.

*“For the word of God is living and active. Sharper than any double-edged sword, it penetrates even to dividing soul and spirit, joints and marrow; it judges the thoughts and attitudes of the heart.”* Hebrews 4:12

### **SINGLE-MINDEDNESS**

Creed: I focus on God and his priorities for my life.

*“But seek first his kingdom and his righteousness, and all these things will be given to you as well.”* Matthew 6:33

### **BIBLICAL COMMUNITY**

Creed: I fellowship with other Christians to accomplish God’s purposes in my life, others’ lives, and in the world.

*“All the believers were together and had everything in common. Selling their possessions and goods, they gave to anyone as he had need. Every day they continued to meet together in the temple courts. They broke bread in their homes and ate together with glad and sincere hearts, praising God and enjoying the favor of all the people. And the Lord added to their number daily those who were being saved.”* Acts 2:44-47

### **SPIRITUAL GIFTS**

Creed: I know and use my spiritual gifts to accomplish God’s purposes.

*“Just as each of us has one body with many members, and these members do not all have the same function, so in Christ we who are many form one body, and each member belongs to all the others. We have different gifts, according to the grace given us.”*

Romans 12:4-6

**GIVING AWAY MY TIME**

Creed: I give away my time to fulfill God's purposes.

*"And whatever you do, whether in word or deed, do it all in the name of the Lord Jesus, giving thanks to God the Father through him."* Colossians 3:17

**GIVING AWAY MY MONEY**

Creed: I give away my money to fulfill God's purposes.

*"But just as you excel in everything - in faith, in speech, in knowledge, in complete earnestness and in your love for us - see that you also excel in this grace of giving."* 2 Corinthians 8:7

**GIVING AWAY MY FAITH**

Creed: I give away my faith to fulfill God's purposes.

*"Pray also for me, that whenever I open my mouth, words may be given me so that I will fearlessly make known the mystery of the gospel, for which I am an ambassador in chains. Pray that I may declare it fearlessly, as I should."* Ephesians 6:19-20

**GIVING AWAY MY LIFE**

Creed: I give away my life to fulfill God's purposes.

*"Therefore, I urge you, brothers, in view of God's mercy, to offer your bodies as living sacrifices, holy and pleasing to God - this is your spiritual act of worship."* Romans 12:1

## **Virtues**

**LOVE**

Creed: I unconditionally and sacrificially love and forgive others.

*"This is love: not that we loved God, but that he loved us and sent his Son as an atoning sacrifice for our sins. Dear friends, since God so loved us, we also ought to love one another. No one has ever seen God; but if we love another, God lives in us and his love is made complete in us."* 1 John 4:10-12

**JOY**

Creed: I have inner contentment and purpose in spite of my circumstances.

*"I have told you this so that your joy may be in you and that your joy may be complete."* John 15:11

**PEACE**

Creed: I am free from anxiety because things are right between God, others, and myself.

*"Do not be anxious about anything, but in everything, by prayer and petition, with thanksgiving, present your requests to God. And the peace of God, which transcends all understanding will guard your hearts and your minds in Christ Jesus."* Philippians 4:6-7

**PATIENCE**

Creed: I take a long time to overheat and endure patiently under the unavoidable pressures of life.

*"A patient man has great understanding, but a quick-tempered man displays folly."* Proverbs 14:29

**KINDNESS/GOODNESS**

Creed: I choose to do the right things in my relationships with others.

*"Make sure that nobody pays back wrong for wrong, but always try to be kind to each other and to everyone else."* 1 Thessalonians 5:15

**FAITHFULNESS**

Creed: I have established a good name with God and with others based on my long-term loyalty to those relationships.

*“Let love and faithfulness never leave you; bind them around your neck, write them on the tablet of your heart. Then you will win favor and a good name in the sight of God and man.” Proverbs 3:3-4*

**GENTLENESS**

Creed: I am thoughtful, considerate, and calm in dealing with others.

*“Let your gentleness be evident to all. The Lord is near.” Philippians 4:5*

**SELF-CONTROL**

Creed: I have the power, through Christ, to control myself.

*“For the grace of God that brings salvation has appeared to all men. It teaches us to say “No” to ungodliness and worldly passions, and to live self-controlled, upright and godly lives in this present age, while we wait for the blessed hope - the glorious appearing of our great God and Savior, Jesus Christ.” Titus 2:11-13*

**HOPE**

Creed: I can cope with the hardships of life and with death because of the hope I have in Jesus Christ.

*“We have this hope as an anchor for the soul, firm and secure. It enters the inner sanctuary behind the curtain, where Jesus, who went before us, has entered on our behalf.” Hebrews 6:19-20*

**HUMILITY**

Creed: I choose to esteem others above myself.

*“Do nothing out of selfish ambition or vain conceit, but in humility consider others better than yourselves. Each of you should look not only to your own interests, but also to the interests of others.” Philippians 2:3-4*

# **SENIOR PROGRAM STAFF EVALUATION PROCESS**

## **University United Methodist Church**

- 1) The evaluating pastor fills out an evaluation form on the staff member being reviewed. If a “Review & Preview” report has been filed earlier in the calendar year, it may be consulted (along with the Ministry Profile) for sake of information. Completed copies are turned in to the Human Resources Office ahead of time.
- 2) The reviewed staff member fills out his/her self-evaluation form and turns it in to the Human Resources Office ahead of time.
- 3) An optional addition is to have a random staff member (or a staff member selected by PPRC) and a random congregational member (or a congregational member picked by the person being reviewed) to complete forms. A neutral party synthesizes the results of both evaluations into a single "paraphrase" of the trends and themes common to both forms.
- 4) The collected evaluations are copied and sent to all participants - PPRC and staff member - ahead of the evaluation meeting. All participants are asked to identify TRENDS and THEMES which repeat throughout the total collection of perspectives. All participants are also reminded that there are TWO evaluations going on here - the professional effectiveness of the staff member and the support/empowerment effectiveness of the both the supervision pastor and PPRC (and, to an extent, the congregation).
- 5) The evaluation meeting is held with discussion focusing on those commonly held/found trends and themes. Some discussion may be reserved for looking at those situations where opposite or widely divergent perspectives come up under the same question...but this is not so much to decide which perspective is correct but rather why such a diversity of viewpoints regarding one person. This is not the time to chase rabbit trails or go off on personal agenda tangents that are not in common with the trends held in common throughout the other evaluation forms.
- 6) The goal of the process is to produce two documents that both the PPRC and the staff member are to sign. The first document focuses on the staff member and answers:
  - a) The three things that we affirm and celebrate about your ministry during the past 12 months are...
  - b) The three areas that we identified as growing edges in your practice of ministry during the last twelve months are...
  - c) The three priorities that we agree upon for your ministry in the upcoming 12 months are...
- 7) The second document focuses on PPRC and the congregation, and answers:
  - a) The three things that we celebrate regarding our support this staff person and the advocacy of his/her ministry in the past 12 months are -
  - b) The three areas that we identified as shortcomings in our stewardship of this staff person and his/her ministry in the past 12 months are -
  - c) The three priorities that we agree upon for supporting this staff person in the upcoming 12

months are:

- 8) Both letters, along with copies of the evaluation tools, are sent to the following parties:
- a) The reviewed staff person
  - b) The staff person's personnel file
  - c) The evaluating pastor
  - c) Optional - the District Superintendent

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**SENIOR PROGRAM STAFF EVALUATION FORM  
SUPERVISOR'S EDITION  
University United Methodist Church**

Person & Position Evaluated \_\_\_\_\_

Evaluation By \_\_\_\_\_ Date \_\_\_\_\_

- 1) Summary statement of your perception of the ministry profile (purpose & tasks of the position):
- 2) What have you perceived as some of the goals of this staff person over the past 12 months?
- 3) What strengths did he/she demonstrate in the performance of his/her duties?
- 4) What were some of his/her organizational frustrations and limitations in relation to executing the job description?
- 5) What were some of the church's and/or supervisor's organizational frustrations and limitations in relation to the person executing his/her ministry profile?
- 6) HOPES & EXPECTATIONS -
  - What I hope he/she will continue doing:
  - What I hope he/she will do better:
  - What I hope he/she will stop doing:
  - What I hope he/she will start doing:
- 7) Suggestions for personal and program goals during the upcoming 12 months:
- 8) Suggestions for supporting both person and position via the church, pastor, staff, or PPRC.

**STAFF MEMBER'S ANNUAL SELF-EVALUATION FORM**  
**University United Methodist Church**

Name \_\_\_\_\_ Position \_\_\_\_\_  
Form Completion Date \_\_\_\_\_ PPRC Interview Date \_\_\_\_\_

- 1) My present summary understanding of my job and responsibilities are -
- 2) What I need from the congregation in order to fulfill my responsibilities:
- 3) Personal and institutional achievements during the past 12 months:
- 4) Perceived needs for improvement covering both personal and institutional deficiencies -
- 5) What organizational frustrations & limitations I feel I have had to contend with this last year?
- 6) The goals and programs that I perceive I have the staff responsibility in the upcoming 12 months:
- 7) Suggestions or requests I specifically have of the Pastor-Parish Relations Committee that might enhance my effectiveness and enjoyment in my position during the upcoming year:
- 8) Any additional comments -
- 9) Misc. recommendations & comments

# Developing a Spiritual Formation Strategy for your Congregation

Ephesians 4:11-13

## The State of the Church

Let me begin with a little video spoof that reveals the first problem we are facing.

### Jeopardized Faith Clip

- Biblical Literacy – people do not know the basics of the Bible – where it came from, how it is organized, the basic flow of the story, the stories themselves. This not spiritual formation but keeps people from accessing the scriptures for themselves.
- Theological Literacy – people don't have a working knowledge of the "big ideas" of the Bible and how they affect our lives.
- Spiritual Literacy – people don't know how to put biblical and theological ideas in play in their lives.
  - Barna – 8% of American Christians have a function Christian worldview; 2% for Adolescence.
  - Bottom line – Christians do not overall live a distinctively different lifestyle from non-Christians. This kills our word and message. The power is in the evidence that Christ is transforming our community.
  - We need to do something different – “Insanity – doing the same thing over and over again, expecting different results.”

So what do we do? Where do we go from here?

## The State of the Church

We have we been in this place before and what did the leaders do then and how did it turn out? Read the problem in the history book, then turn the page to see how leaders responded.

- Martin Luther (1500's) – smaller catechism (defined scope and sequence, and confirmation process within family)
- John Wesley (1700's) – (1<sup>st</sup> multi-site strategy – not transmitted through technology but horseback) class and band meetings

## Start with the Mission and let it drive everything you do

There are many ways to write it, but it should be rooted out of scriptures. Here is my current best way to put it:

- We are the Body of Christ – that's who we are. Our ID

- We are called as the Body of Christ “to be Jesus” on earth – Acts 1:8
- We have a vision to see the presence of Christ in every neighborhood, apartment and school in San Antonio – small bands of believers who live and hang out in these spaces committed to being Jesus right where they are at.

The implication: If we are “to be Jesus” to others, Jesus must increasingly become more of us.

2 Peter 1:8 – *“For if you possess these qualities in increasing measure, they will keep you from being ineffective and unproductive in your knowledge of our Lord Jesus Christ.”*

## **Job Assignment for Church Leaders**

Ephesians 4:11-13 informs us of our role in this mission:

*“So Christ himself gave apostles, the prophets, the evangelists, the pastor and teachers, to equip his people for works of service, so that the body of Christ may be built up until we all reach unity in the faith and in the knowledge of the Son of God and become mature, attaining to the whole measure of the fullness of Christ.”*

We are given, on loan to a church family to come alongside of them grow into their identity as the Body of Christ and to live out the mission and accomplish the vision – “works of service.”

What is your plan as a leader to achieve this divine assignment? Here’s how Dallas Willard put it on page 16 of *The Spirit of the Disciplines*:

*“Ask your church, “What is our group’s plan for teaching our people to do everything Christ commanded?” The fact is that our existing churches and denominations do not have active, well-designed, intently pursued plans to accomplish this in their members.”*

I see it broken down into two phases – the first half of the journey working with spiritual children and the second half working with spiritual adults. My work with Willow’s *Reveal* research really anchored my confidence in this. (Not addressing the community that this all must be placed in. That is another very important discussion for another time. The “what” not the “Where”; The “Content” not the “Container”)

### **1<sup>st</sup> Half – Spiritual Children - Lay a foundation**

- How do I become a Christian?
  - Great confusion over this
  - Entitlement – “Jesus died for my sins, I’m forgiven”
- Biblically Literacy
  - Not spiritual formation but gives people access to Bible for themselves
  - Where did Bible come from? How is it organized? What is the basic chronological flow of the story? (Mike Reilly)
  - Tools – Biblical Literacy; Bible Starter Kit, Glo

- Read through the Bible at least once to capture the big idea – The Story (22% increase in attendance)
- Theological Literacy
  - What are the big ideas of the Bible that drive how a person should live?
  - How can we get people functionally competent in these ideas, not experts
    - Think like Jesus – Beliefs
    - Acts like Jesus – Spiritual Practices
    - Be like Jesus – Virtues
  - See my best thoughts – 30 Core Competencies on conference website
  - [www.lci2010.com](http://www.lci2010.com)
  - Reveal – If a person doesn't get the first three beliefs early in their journey, it almost guarantees they will hit the first spiritual wall.
    - Trinity – accepted God in crisis to make all my problems go away; to serve me.
    - Salvation by Grace – we struggle with grace; we must earn it; if we fail we feel shame; when we feel shame we hide (Adam and Eve)
    - Authority of the Bible – Christian life works when we by faith apply God's principles to our life. It has authority over our feelings.

## 2<sup>nd</sup> Half – Spiritual Adults – Releasing

- Personal Spiritual Growth Plan
  - We know that worship services work very well for people in the first half of their journey but stop working as well in the back half.
  - This tool should match the theological literacy model above.
  - We need to help people in the second half develop a customized plan for their individual spiritual growth – Monvee; CLP
- Releasing to serve outside of the walls of the church building
  - From loving a neighbor, to engaging in social justice issues, to sharing faith with a co-worker to international initiatives.
  - Reveal - We know that if we don't provide this pathway for people in the second half of the journey we will almost guarantee that hit the second spiritual wall – angry at the church.

Conclusion: While as leaders much of what we do is **taught**, but for it to be the most effective it is **caught** by actually living this way of life among them.

**PASTOR'S ACADEMY HOMEWORK ASSIGNMENT**  
**THE "DISC" PERSONAL PROFILE SYSTEM**  
**Due November 29, 2009**

- 1) Read further on your Classical Profile Pattern
- 2) Research your Positive Biblical Role Models – make notes of important discoveries and insights.
- 3) Read the related Scriptural References – make notes of important insights and discoveries.
- 4) List: what in your pattern and role model did you find
  - a. Obvious
  - b. Surprising
  - c. Affirming
  - d. Disturbing
  - e. Worth further study and thought
- 5) What are the implications of these findings for your future spiritual leadership within the church?
- 6) Write a one-to-two page executive summary of your understandings and discoveries from steps 1 through 5, and make a copy to return to Charles.

## **EXERCISE: THE STATE OF THE CHURCH**

- Your group is to address the following questions:
  - What are five common things we most celebrate about UUMC?
  - What are five common thing we most question about UUMC?
  - What are five common things we most hope for UUMC?
- Answer this way:
  - Brainstorm a list
  - Remove/combine duplicates
  - Discuss, question, advocate
  - Each person gets five votes – remove a “ballot” with each “election”
  - First five to get majority votes at your table “win”
- Be prepared to share with the rest of the group

### **“God worked with us in the past.”**

*THE STATE OF THE PAST*: Five common things that we most celebrate about UUMC are:

### **“God walks with us in the present.”**

*THE STATE OF THE PRESENT*: Five common things that we most question about UUMC are:

### **“God waits for us in the future.”**

*THE STATE OF THE FUTURE*: Five common things that we most hope for UUMC are:

## SESSION 02

**Primary Subject:** Membership Vows Part I – the Worship and Devotional Life of a Servant Leader

**Projected Study Handout:** *The Kind of Leader God Will Use – Part 1*

**Reading Assignment:** *The Empowered Leader* (Key 6-Key 10)

**Bible Assignment:** 1 Timothy – Paul’s Instructions for Would-Be Leaders

### WELCOME

Opening Prayer

Welcome – Nametags (keep), Notebooks (label), Books (name), Money

I need you to divide into five table workgroups this evening.

Assign timekeeper – break at the 40 minute mark to the 50 minute mark

### LECTURE:

Presently five vows/commitments that define one’s connection to United Methodist community – presence, prayers, gifts, service, and witness. 2 this time, 3 next time.

**\* Basic thesis for today: Corporate worship and private prayers are the two Christian crucibles in which spiritual leaders is first formed and informed.**

**\* There are no substitutes for worship and prayer in the creation and maintenance of a spiritual leader. Lack of participation here reveals lack of leadership within.**

### WARM-UP

- At your tables, each share: what is your most memorable moment in worship, and what made it memorable?
- What did you learn about worship that you have always carried away from that event?

### WHAT IS WORSHIP?

- God enjoying our corporate enjoyment of Him.
- The regular dress rehearsal of the Kingdom of God: practice our lines for heaven.
- Practice the Christian life in miniature in anticipation of the upcoming week.

### SO WHAT WORSHIP?

- Worship is the primary act of community within a Christian congregation
- Worship is the primary act of unity within a Christian congregation
- Worship is the primary act of identity for a Christian congregation
- Worship is the organic presence of Jesus corporately available in/to the world

## WHY WORSHIP?

- Proven by tradition – all great Biblical leaders had active, strong worship and prayer lives.
- Legitimacy – one cannot lead among whom one does not worship
- Learn the language of the Kingdom – prayer, scripture, song, values
- Primary fountainhead of community and commitment – two traits indispensable to the exercise of spiritual leadership
- Value integration – we become what we worship

## EXERCISE

Think of the various acts/movements of worship that take place on your side of campus. List no more than five. As a group answer the following questions on each:

- 1) How/what does this particular act of worship rehearse the future kingdom of God?
- 2) What's the lesson on leadership that God might impress upon me from this act of worship?

### Exercise

### Report Back

### Break

## STUDY HANDOUT

*The Kind of Leader God Will Use – Part 1*

Which characteristic currently best describes you?

Which characteristic currently most challenges you?

## READING ASSIGNMENT: *The Empowered Leader* (Key 6-10)

Question = How many of you wrote down or know your “woe point?” Share it?

- 1) Return to your five table groups – assign out the first five keys of the book
- 2) Discuss and prepare a chapter report with a designated spokesperson:
  - a. What was the chapter's primary message?
  - b. What was the chapter's primary challenge to a spiritual leader?
  - c. What question did the chapter leave unanswered?
  - d. What were the main “take-aways” for your group from this chapter?
  - e. What tested or inspired you the most in this chapter?
  - f. If the chapter had one message for UUMC what would it be?
  - g. If the chapter had one question for UUMC what would it be?

### Exercise

### Report Back

## BIBLE ASSIGNMENT = 1 Timothy – Paul's Instructions for Would-Be Leaders

### Points of Interest:

\* **Lots of worship/creedal language (1:17, 2:5-6, 2:8, 3:16)** – good leadership is ultimately an act of worship, spiritual leadership has is a form of praise

- \* **Repetitive emphasis on sound teaching, training, and instruction (1:3-5, 3:14, 4:11, 4:16, 6:20)** – spiritual leadership is informed leadership, training in both doctrine and character
- \* **The character of godliness expressed in specific offices of the church (3:1-9, 4:7b-8, 5:17-22)** – everyday moral character reveals ongoing spiritual readiness
- \* **Bishops, deacons, elders, ordination (3:1, 3:8, 5:17; 5:22)** – the organism (Body of Christ) needs an organization (church) to give its life definition and direction

**Exercise:**

- \* **Groups 1 & 2** – write a “business want ad” for a leader based on 1 Timothy
- \* **Groups 3 & 4** – write a ministry profile or job description based on 1 Timothy
- \* **Group 5** – write a resume’ for Timothy, who is applying for leadership position

**Exercise**  
**Report Back**

**Next Meeting Date:** October 18

**Primary Subject:** Membership Vows Part 2 – the Generosity and Witness Life of a Servant Leader

**Projected Study Handout:** *The Kind of Leader God Will Use – Part 2*

**Reading Assignment:** *Practicing Greatness* (Beginning through chapter 3)

**Bible Assignment:** Titus – Paul’s Instructions for Would-Be Leaders

**WHAT DO I NEED TO KNOW, NEED TO HEAR, YOU HAVE TO SAY?**

**LORD’S SUPPER**

## **SESSION FIVE: WARM-UP EXERCISE**

- 1) **WRITE:** When I say the word “leader,” OTHER THAN JESUS, who do you think of in the Bible and why (one sentence)?
- 2) **WRITE:** List up to four characteristics of that “leader” that qualifies him/her in your mind as a spiritual leader.
- 3) **WRITE:** If you could be anyone in the Bible, who would you be, and why (one sentence)
- 4) **WRITE:** List up to four characteristics that make that person appealing/attractive to you.
- 5) **WRITE:** If you had to guess who you are most like in the Bible, who would you choose?
- 6) **WRITE:** List up to four connections between you and that character.
- 7) **SHARE AROUND THE TABLE**

## 2009-2010 PASTOR'S ACADEMY PROGRAM SYLLABUS

**PURPOSE:** For potential servant leaders to be personally mentored by the Directing Pastor for the high calling of making disciples, making decisions that make disciples, and making congregations the make disciples.

### **ACADEMY VALUES:**

A “community of mentoring” between Directing Pastor and Academy members.  
Personal and group attention toward spiritual formation and servant leadership  
Targeted toward persons ready to move from being true disciples to trained disciplers.  
High commitment, high expectation environment.

**DESIRED PRODUCT:** Spiritual leaders - apostles, missionaries, and/or influencers.

### **EXPECTED END-OF-ACADEMY BENEFITS:**

A soul-style, church-style, and life-style more in keeping with Jesus Christ  
Ability to discern, articulate, and activate one’s call from or mission for Jesus.  
Ability to understand, advocate, and empower University UMC’s Vision Map.  
Enriched relationship with the Directing Pastor.

### **CORE CURRICULUM:**

Weekly handouts  
Weekly Bible readings  
Presentations by the Directing Pastor  
Small group discussions and exercises  
**Waking to God’s Dream: Spiritual Leadership & Church Renewal** (*Dick Wills*)  
**Congregational Leadership in Anxious Times** (*Peter Steinke*)  
**Practicing Greatness: 7 Disciplines of Extraordinary Spiritual Leaders** (*Reggie McNeal*)  
**The Empowered Leader: 10 Keys to Servant Leadership** (*Calvin Miller*)  
**Deep Change: Discovering the Leader Within** (*Robert Quinn*)

### **SCHEDULE**

15 Sunday afternoon class sessions at 90 minutes each, plus graduation dinner

**Date:** August 23—ORIENTATION SESSION

**Primary Subject:** Introductions to the Academy, to the expectations, and to each other

**Projected Study Handout:** *What's the Difference Between Managing and Leading?*  
*Abandoning Spectator Christianity*

**Reading Assignment:** *The Empowered Leader* (Introduction – Key 5)

**Bible Assignment:** Matthew 5-7 – The “Higher-Righteousness” Expectations of Jesus

**Date:** September 13

**Primary Subject:** Differences: Members from Disciples from Officers from Leaders

**Projected Study Handout:** *The Kind of Leader God Will Use – Part 1*

**Reading Assignment:** *The Empowered Leader* (Key 6-Key 10)

**Bible Assignment:** 1 Timothy – Paul’s Instructions for Would-Be Leaders

**Date:** October 4

**Primary Subject:** Membership Vows Part I – the Worship and Devotional Life of a Servant Leader

**Projected Study Handout:** *The Kind of Leader God Will Use – Part 2*

**Reading Assignment:** *Practicing Greatness* (Forward – Chapter 1)

**Bible Assignment:** 2 Timothy – Paul’s Instructions for Would-Be Leaders

**Date:** October 18

**Primary Subject:** Membership Vows Part 2 – the Generosity and Witness Life of a Servant Leader

**Projected Study Handout:** *Rightly Choosing Church Leaders*

**Reading Assignment:** *Practicing Greatness* (Chapters 2-3)

**Bible Assignment:** Titus – Paul’s Instructions for Would-Be Leaders

**Date:** November 1

**Primary Subject:** The Faith of a Servant Leader – J Focus, J Courage, J Obedience, J Tenderness

**Projected Study Handout:** *Focus on Raising the Commitment of Your Leadership*

**Reading Assignment:** *Practicing Greatness* (Chapters 4-5)

**Bible Assignment:** Exodus 18:13-22 – The OT Origins of Communal Spiritual Leaders

**Date:** November 15

**Primary Subject:** The Personality of a Servant Leader – DISC Biblical Personality Profile

**Projected Study Handout:** *Taking Church Membership Seriously*

**Reading Assignment:** *Practicing Greatness* (Chapters 6-Conclusion)

**Bible Assignment:** Ephesians 4 – Leadership Gifts and a Leader’s “Character-Style”

**Date:** November 29

**Primary Subject:** Becoming a High Expectation, High Commitment, Future-Focused Church

**Projected Study Handout:** *Clarity of Vision and Unity of Leadership*

**Reading Assignment:** *Deep Change* (Preface – Part One)

**Bible Assignment:** Revelation 2 – Seven Critiques of Christ for His Church

**Date:** December 13

**Primary Subject:** The New Mission: Looking for Jesus, to Jesus, and like Jesus

**Projected Study Handout:** *Ten Questions Growing Churches Should Ask*

**Reading Assignment:** *Deep Change* (Parts One-Four)

**Bible Assignment:** Revelation 3 – Seven Critiques of Christ for His Church

**Date:** January 3

**Primary Subject:** Making Disciples: Meeting, Message, Mission

**Projected Study Handout:** *Membership Classes Key Component to Moving Members into Ministry*

**Reading Assignment:** *Deep Change* (Part Four completion)

**Bible Assignment:** 1 Corinthians 4 – Spiritual Leaders as Stewards of God’s Mysteries

**Date:** January 17

**Primary Subject:** Disciple-making Decisions: Vision, Mobilization, Resources

**Projected Study Handout:** *Covenant Memberships Show the World*

**Reading Assignment:** *Waking to God’s Dream* (Forward – Chapter 3)

**Bible Assignment:** 1 Corinthians 12 – The Church as an Organic Body of Christ

**Date:** February 7

**Primary Subject:** Disciple-making Congregations: Outreach, Deep-Reach, In-Reach

**Projected Study Handout:** *The Danger of Playing It Safe*

**Reading Assignment:** *Waking to God’s Dream* (Chapter 4 – Afterword)

**Bible Assignment:** Nehemiah 1-2 – A Biblical Case Study in Spiritual Leadership

**Date:** February 21

**Primary Subject:** UUMC Ministry Mechanisms: Pastor Matrix, Org Chart, Ministry Profiles

**Projected Study Handout:** *Soul Health*

*Avoiding the Argument Party*

**Reading Assignment:** *Congregational Leadership in Anxious Times* (Part 1)

**Bible Assignment:** Nehemiah 3-4 – A Biblical Case Study in Spiritual Leadership

**Date:** March 7

**Primary Subject:** The Bible as Leadership and as Leadership Tool

**Projected Study Handout:** *Discerning Your Church’s Hidden Core Values*

**Reading Assignment:** *Congregational Leadership in Anxious Times* (Part 2)

**Bible Assignment:** Nehemiah 5-6 – A Biblical Case Study in Spiritual Leadership

**Date:** March 21

**Primary Subject:** UUMC “State of the Church:” Celebrations, Confessions, Invitations

**Projected Study Handout:** *Transitioning: Growing Into the Church You Want to Be*

**Reading Assignment:** *Congregational Leadership in Anxious Times* (Part 3, Postscript)

**Bible Assignment:** 1 Kings 3:4-14 – A Spiritual Leader’s Prayer

**Date:** April 11

**Primary Subject:** Pastoral Visions & Questions for the Next Twenty Years

**Projected Study Handout:** *What’s Driving Today’s Innovations?*

**Date:** April 25—CLOSING BANQUET & GRADUATION CELEBRATION

**REQUIREMENTS TO GRADUATE:**

- 75% attendance in Sunday afternoon class sessions
- 70 % UUMC worship attendance during class term (recorded on attendance form)
- Successful completion of class readings and class assignments
- A recorded UUMC Operating Budget pledge and record of giving
- End-of-Academy report on impact of class and personal next steps
- End-of-Academy interview with the Directing Pastor

**TUITION: \$130.00**

- Covers all books, studies binder, weekly handouts, class materials, DISC personality inventory instrument, general administrative costs
- Scholarship availability and child care options to be determined

# **“PASTOR’S CABINET” LEADERSHIP ACCOUNTABILITY GROUP**

## **MISSION STATEMENT**

To advise the pastor in his/her growth as both a Christian believer and a spiritual leader, specifically by reflecting on his/her attitudes, actions, and approaches to issues before the congregation.

## **VISION STATEMENT**

That the Pastor might express and conduct his/her guidance of the congregation in such a way as to promote congregational creativity, consensus, and health/healing.

## **GOALS FOR PASTORAL LEADERSHIP**

- 1) **Creativity** – ingenuity, inventiveness, and “holy imagination” in devising options for congregational discussion.
- 2) **Consensus** – commonality of vision in regards to underlying assumptions, modes of behavior, and means of disclosure.
- 3) **Health/healing** – defining, advocating, and enforcing actions, behaviors, attitudes, and settings that reflect the mind of Christ, that build up the community of faith, and that prevent destructive effects upon individuals and/or groups.

## **CABINET MEMBER QUALIFICATIONS**

- 1) **Independence** – primary structural accountability not to any one constituency within a particular congregational issue, but rather to one’s self, the Cabinet, and the Pastor.
- 2) **Integrity** – a personality, lifestyle, and mindset that is authentic to the mind of Christ and to the mission of Christ’s church.
- 3) **Trust** – Pastor is comfortable and confident with the relationship between Pastor and person.

## **WHAT THE CABINET IS NOT**

- 1) **An official body of the congregation** – this is the Pastor’s personal community with no formal authority beyond that invited by the Pastor.
- 2) **A public forum** – Cabinet members will not have their names or functions publicized in the church newsletter or any official forums. Likewise, participation and observation in Cabinet meetings are not open to the whole church, but by Pastor’s invitation only.
- 3) **An open meeting** – in order to promote open and honest dialogue, all discussions and conversations of the Cabinet are confidential, with outside reflection/discussion beyond the meetings restricted to fellow Cabinet members.
- 4) **A decision-making body** – the Cabinet serves in a consultative capacity, advising the Pastor on issues that the Pastor must decide. The emphasis is on discerning instead of voting.

## EXPECTATIONS

- 1) **Open and honest feedback** – “spiritually brutal” in honesty; necessity of clear and full disclosure.
- 2) **Advance preparation and study** – take the notebook readings, scripture selections, and video assignments seriously.
- 3) **Personal Christian discipleship** – prayer, Bible reading, and devotional life as essential practices of both individual formation and church leadership.
- 4) **Team dynamics that model Christian community** – Cabinet’s “journey” as a “living parable” for the rest of the congregation of what it truly means to be the church.
- 5) **A priority upon listening** – an attitude of listening discernment toward the Bible, the congregation, one’s own interior, and each other.
- 6) **Unconditional acceptance** – grace for Cabinet members, compassion for the congregation, sympathy/empathy for the Pastor.
- 7) **A faith community** – Cabinet’s life together as shaped and directed by the mind of Christ.

## WEEKLY MEETING COMPONENTS

- 1) **Rigid time constraints** – three times a month at 90 minutes maximum. Predetermined end date.
- 2) **Spiritual formation** – intentional efforts for growing the souls of both the pastor and the Cabinet community. Each session begins with a time of listening prayer, and concludes with the sacrament of the Lord’s Supper.
- 3) **Biblical input** – review and discussion of the week’s scripture readings.
- 4) **Resource review** – discussion of a specific resource (video, book chapter, journal article, etc.)
- 5) **Leadership formation** – review and critique of previous week’s leadership issues and pastor’s response to them; preview/prediction of the upcoming week’s leadership needs with design work for pastoral options.
- 6) **Pastoral Care** – expressed concern for the pastor’s personal and spiritual needs; shared responsibility for taking care of each Cabinet member’s life journey.

# Charles Anderson's Presentation Outline & Notes for THE PASTOR'S CABINET + PASTOR'S ACADEMY: MODELS FOR MENTORING LEADERS

LCI 2010, San Antonio, TX, April 12-15, 2010

*Announce: My notes from this presentation can be downloaded from the LCI2010.com website by the date announced in the general sessions. In addition, the handout packet contains most all the materials necessary to create and expedite both models. The packet also will be made available as a download from the website.*

## THREE BASIC PREMISES BEHIND THE MODELS

### 1) FUNDAMENTAL DIFFERENCES BETWEEN OFFICERSHIP & LEADERSHIP

Officership tends to be fixed institutionally, Leadership tends to be fluid in practice  
Officership's fundamental tool is power; Leadership's fundamental tool is integrity  
Officers operate on voting decisions; Leaders operate by building character  
Officers are appointed by vote, Leaders are anointed with vision  
Officership have terms; Leadership has seasons  
You are given an office, You are/become a leader  
Officership is about stability; Leadership is about mobility

**The first fundamental decision in process – do we want to create officers or leaders?**

### 2) BOTH DISCIPLESHIP & LEADERSHIP EVENTUALLY/INEVITABLY IS COACHING

Coaching in **scripture** –

Jethro – Moses - Moses – Joshua - Elijah-Elisha

Jesus – Disciples - Barnabas – Paul - Paul – Timothy and others

Coaching at **University UMC**

Clergy together referred to not as Clergy Staff but Coaching Team

### 3) TWO MODES OF COACHING = TO MENTOR and TO BE MENTORED

Overt model (mentor)

Covert model (be mentored)

Lead from the front

Lead from the back

Learn from experience/research

Learn by trial and error

Teacher as an authority

Teacher by authorizing

Impart information

Impart authority/accountability

From teacher to learner (target-er)

Teacher is the learner (target-ed)

Grow through data dump (acquired)

Grow through responsibility (reflected)

**Effective cultivation of disciplined leaders is not either/or, but both/and in modality**

## THE PASTOR'S ACADEMY: A "TO MENTOR" MODEL

### PURPOSE:

For potential servant leaders to be personally mentored by the Directing Pastor for the high calling of making **disciples**, making **decisions** that make disciples, and making **congregations** the make disciples.

## THREE ACTS OF LEADERSHIP FOR THREE ARENAS OF DISCIPLESHIP

**Coaching** individual disciples

**Coordinating** institutional decisions

**Cultivating** intentional community

### WHAT THE ACADEMY IS NOT

- **Church Officer Training** – no requirement/guarantees, leadership not officership
- **De-Facto/Secretive Church Board** – no policy making, no voting, no authority
- **Pastor’ Club** – strict qualification > P.O.D., de-facto P.O.D., staff recommended
- **Book Club** – study for study’s sake, Sunday “afternoon” School

### WHAT THE ACADEMY IS

- **A “MISSION” component of the Pathway of Discipleship** – Small Group Growth Stream
- **Highly focused mentoring** - potential servant leaders to be personally mentored by the Directing Pastor, learn from the Pastor, learn with the Pastor, “player-coach”
- **Value-driven training** - high calling of making disciples, making decisions that make disciples, and making congregations the make disciples.
- **Leadership “boot camp”** – high intention, highly intensive, high expectation development of apostles, missionaries, and/or influencers.
- **A high expectation experience in Christian formation** – high expectation churches create high commitment disciples
- **Model fellowship of leaders** – practice leadership in community and community by leadership

### THREE SETS OF EXPECTATIONS

#### **What is expected of participants?**

75% attendance in Sunday afternoon class sessions

70 % UUMC worship attendance during term (*recorded on attendance form*)

Successful completion of class readings and class assignments

A recorded UUMC Operating Budget pledge and record of giving

End-of-Academy report on impact of class and personal next steps

End-of-Academy interview with the Directing Pastor

#### **What is expected of the Pastor?**

Thorough preparation for and creative design for times together

“Player/coach” participation – I do what I ask you, learn/develop alongside you

Intentional prayer on behalf of the Academy and each of its members

Accessibility to you outside of Academy classes

Willingness to reconsider, revise, redesign as the Spirit and/or situation requires

A committed desire to see you succeed in growing more to look to/like Jesus

#### **What is expected of the Academy?**

A *soul*-style, *church*-style, and *life*-style more in keeping with Jesus Christ

Ability to discern, articulate, and activate one’s mission for Jesus.

Ability to understand and advocate University UMC’s Vision Map.

Enriched relationship with the Directing Pastor.

## UNDERSTANDING THE SYLLABUS

### The **FUNNEL CONCEPT** of *development* -

Learn the wide/general/universal down to the local/unique/specific

Why local issues are last? – Leadership is apostolic, Officership is parochial

### The **CONE CONCEPT** of *learning* –

The longer and deeper the learning community is together, the more the group-based the learning

Lectures → group exercise → group teaching → class discoveries

## TYPICAL “ACADEMY” SESSION COMPONENTS (See packet for example lesson plan)

“**Mix & Match**” Approach to Core Curriculum – prepare everything, present best things

The CORE is fixed and wholistic, the PRESENTATION is fluid and strategic

- 1) **Warm-Up Exercise** – helps to gather, prepares attitude, prelude to learning
  - a. AN EXAMPLE OF WARM-UP
- 2) **Pastor’s Presentation** – communicating the primary lessons/values regarding the day’s primary subject; later GROUP EXERCISES more and more replaced a lecture itself
  - a. EXAMPLE EXERCISE
- 3) **Assigned Reading** – “textbook” dimension of the class
- 4) **Bible Assignment** – scripture text that communicate lessons in biblical leadership (*my selections can be seen in the syllabus*)
- 5) **Outside Reading** – a handout, a web-site article, blog, article
- 6) **Closing with the Lord’s Supper** – ultimate model of church/leadership

## A SPECIAL COMPONENT: “D.I.S.C” BIBLICAL PERSONALITY PROFILE SYSTEM

More of a BEHAVIORAL ANALYSIS than a PERSONALITY INVENTORY

What are your dominant dimensions of behavior, and how do they work together to create your unique behavior pattern?

### Rationale for using this instrument:

- 1) (*Reggie McNeal*) Great leadership begins with self – self-awareness, self-management, self-development >> the better one relates to self, the better one leads
- 2) Great spiritual leadership anchors its understanding of both self and leadership in the unique narrative of God’s redemptive work as revealed in scripture. >> the better one has a biblical model, the better one follows.

### PROFILE SYSTEM “RESULTS”

- 1) Your “**default**” **behavioral pattern** – it details your NATURAL self, the “DEFAULT” self or behavioral system that you unconsciously fall back to during crisis and stress.
- 2) Your “**preferred/projected**” **behavior pattern** – it details your “PROJECTED” self, who you want people to THINK you are.
- 3) Your “**composite**” **self** - , the self we exhibit in times of equilibrium when desire and default are both present.
- 4) Your **classical profile pattern** – the behaviors, attitudes, and characteristics most dominant in personalities matching yours.

- 5) Your **positive biblical role model** – the biblical equivalent of your personality, the person in scripture whose behavior and personality patterns most closely match yours >> narrative of the person, personality profile, strengths, challenges, scriptural references

**PROTOCOL** (see corresponding homework assignment sheet)

- 1) Read further on one's Classical Profile Pattern
- 2) Research your Positive Biblical Role Models – make notes of important discoveries and insights.
- 3) Read the related Scriptural References – make notes of important insights and discoveries.
- 4) “What are the implications of these findings for your future spiritual leadership within the church?” >> Students write a one-to-two page executive summary of their understandings and discoveries, and make a copy to return to Charles.
- 5) End of the Academy – I create written scenarios for moving forward with their particular profile into local spiritual leadership

## **QUESTIONS? COMMENTS?**

### **THE PASTOR'S CABINET: A “TO BE MENTORED” MODEL**

#### HISTORY BEHIND THE “CABINET” PROCESS

Founded in conflict/crisis – “What if it *is* me/my fault? Where am I failing?

“Will you help me help myself in being/staying healthy?”

Why a Cabinet in addition to PPRC? And why no PPRC member on Cabinet ?

Results of the first Cabinet experiment =

The clarity of multiple viewpoints

Less anxiety between sessions – comfort from last; hope for next

Pace - a rhythm of life from meeting to meeting – pacing in midst of chaos

Balance – one side of my life was not parasitical to the detriment of the other

Surprises from the First Cabinet experiment =

Cabinet members all later became major leaders/voices in the church

Later environments – suppose to make me a better leader, but primarily made them leader, advocates, allies

Calming effect throughout the whole system – me? Them? Both? Does it matter?

Later environments – everything better with a Cabinet, worse without

Whole new understanding of the power of accountability

Accountability as **perspective** – what do I need to know/see/hear that I am not?

Accountability as **health** – preventative, diagnostic, therapeutic in the 2 areas where it can really go wrong for a pastor: professional ministry and personal life

Accountability as **freedom** – “I know, I know better, and now so do others.”

## HIGHLIGHTS FROM THE SYLLABUS

**Mission Statement** - To advise the pastor in his/her growth as both a Christian believer and a spiritual leader, specifically by reflecting on his/her attitudes, actions, and approaches to issues before the congregation.

### **Cabinet Member Qualifications**

- 1) **Independence** – primary structural accountability not to any one constituency within a particular congregational issue, but rather to one's self, the Cabinet, and the Pastor.
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## Weekly Meeting Components

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- 4) **Resource review** – discussion of a specific resource (video, book chapter, journal article, etc.)
- 5) **Leadership formation** – review and critique of previous week’s leadership issues and pastor’s response to them; preview/prediction of the upcoming week’s leadership needs with design work for pastoral options.
- 6) **Pastoral Care** – expressed concern for the pastor’s personal and spiritual needs; shared responsibility for taking care of each Cabinet member’s life journey.

## STRUCTURING CONVERSATION

- 1) **Five tasks** assigned prior to the next meeting:
  - a. **Time keeper** – keeps total time limits and moderator time limits
  - b. **Prayer leader** – keeps a running prayer list throughout the meeting
  - c. **“Ministry” moderator** – prepares to initiate/guide “church level” conversation
  - d. **“Personal” moderator** – prepares to initiate guide “soul level” conversations
  - e. **“Learning” moderator** – prepares to relate reading to pastor’s life and ministry
- 2) A template for **accountability conversations** (w/ each question tailored for either professional or personal)
  - a. “How are you doing this week?”
  - b. “What are you celebrating since we last met?”
  - c. “What challenges have you been experiencing?”
  - d. “How have you addressed these so far? How do you plan to address them?”
  - e. “How can we help you?”
  - f. “How can we pray for you?”
- 3) A template for **book conversations**
  - a) “Where do we see Charles in this text, and why?”
  - b) “Where do we see ourselves individually, and why?”
  - c) “Where do we see our church in this text, and why?”
  - d) “What is the ‘take-away’ from this that we would commend to Charles, and why?”

## STOP HERE FOR QUESTIONS/COMMENTS

## “SO WHAT?” – FRUITS/RESULTS OF BOTH MODELS

**Consistency** of character – “steady witness” for/in one’s integrity and authenticity

**Clarity** of vision and values – repetitive explanation to multiple viewers sharpens things

**Commonality** of language – establishment and infiltration of common code  
**Cultivation** of leadership – best future leaders from my lay students and lay supervisors  
**Communities** of leaders – a “network lab” to test/establish/strengthen community  
**Conversion** of culture – example of “Kingdom Leaven” influence; promotes  
“transformation by erosion,” subversive infiltration in the best sense (C. S. Lewis)

## **STOP HERE FOR QUESTIONS/COMMENTS**

### **A REVIEW OF RESOURCES I HAVE USED, AM USING, WILL USE**

I will not spend time summarizing these books – go to Amazon.com and read the content summaries there. Instead, I will tell you why I use them and the value I found there.

Because this is the last day of LCI, most of these are not available in the LCI Bookstores (you’re already packed).

This list is more autobiographical than informational. Your list might/would/should be different. Question is, can you identify such a list? This might at least start you down that road.

#### **A Work of Heart: Understanding How God Shapes Spiritual Leaders (Reggie McNeal)**

A much needed book on the role of character in the life of leadership. Promotes the idea that leadership is not a strategy as much as a molding of one’s character. A very readable work for clergy and laity, with the end-of-chapter questions providing good structure for conversation.

#### **Congregational Leadership in Anxious Times (Peter Steinke)**

Just behind the Bible and way ahead of the Book of Discipline as the second most important book for me. If I could have only one book with which to do personal accountability or leadership training, this would be it. A veritable Survival Handout for clergy and “Oh, now I get it” clarity journey for laity. Indispensable to both groups.

#### **Deep Change: Discovering the Leader Within (Robert E. Quinn)**

One of the oldest books on this list, yet still one of the best. 228 great pages declaring, dissecting, and discussing this one pivotal insight – the two choices every person, group, and organization must make are basically between deep change or slow death. This book inevitably ranks #1 or #2 by both Cabinet and Academy readers alike. Very applicable to their lives both within and outside the church.

#### **Failure of Nerve: Leadership in the Age of the Quick Fix (Edwin Friedman)**

Like most Friedman, this is not for the timid of heart – not leisure reading. Yet maybe the most relevant of all resources, especially at this current moment in our society. Reading it is like reading an autopsy of the health care debate of the last year. Give this only to the most advanced of your participants, then watch them “get it.”

**Leaders on Leadership: Wisdom, Advice and Encouragement on the Art of Leading God's People** (George Barna)

Both an older book and a larger buffet of leadership articles as collected and filtered by the demographer who has so influenced an entire generation of clergy. Not for reading every article, but a good “pick and choose” source document.

**Practicing Greatness: 7 Disciplines of Extraordinary Spiritual Leaders** (Reggie McNeal)

A very easy-to-navigate read that challenges would-be leaders to greatness by leading would-be leaders through seven disciplines. This non-threatening explanation of habits of the heart can easily be turned into a diagnostic “So how am I doing” tool.

**Reverse Mentoring: How Young Leaders Can Transform the Church and Why We Should Let Them** (Earl Crepps)

An important text if (1) you are going through a generational change in your church and/or church leadership, (2) you are older than most of your members, or (3) if you are bringing more young staff into play. I use it primarily to help Pastor’s Cabinet members see how they are “reverse mentoring” me through their accountability.

**Strategic Leadership for a Change: Facing Our Losses, Finding Our Future** (Kenneth J. McFayen)

Perhaps the newest book in this list, and the only one from the respected Alban Institute. Asks, “What does it mean to lead a congregation through change and conflict in a manner consistent with Christian discipleship?” An excellent resource for clarifying the grief process imbedded in any journey of change. Both a therapeutic and tender resource for mixing required change with resulting pain. A good book for clergy and laity to read together.

**Strengthening the Soul of Your Leadership: Seeking God in the Crucible of Ministry** (Ruth Haley Barton)

Here’s something strange and wonderful: a book on leadership that actually talks about one’s soul. How does one keep one’s soul in the practice of ministry? What happens when spiritual leaders lose track of their souls? Using the life of Moses as a template, this book is really the type of resource around which one could build an entire year or semester of Pastor’s Cabinet.

**Spiritual Leadership: Principles of Excellence for Every Believer** (J. Oswald Sanders)

A classic book by a classic author, Sanders was talking about spiritual leadership before spiritual leaders was “cool.” Over 40 years old now, it demonstrates the meaning of “timeless wisdom.” You can build a Cabinet or an Academy out of this short book. Contains a small group study guide at the back of the book.

**The Empowered Leader: 10 Keys to Servant Leadership** (Calvin Miller)

One of the first books to use the concept of “Servant Leadership,” it is still relevant and readable. Calvin Miller is one of American Christianity’s most delightful writers, and reading this is not a hard task. His “10 keys” approach could easily be a ten-week outline for one’s first Pastor’s Cabinet or for a trial Pastor’s Academy.

**The Leader’s Journey: Accepting the Call to Personal & Congregational Transformation:**  
(Jim Herrington, R. Robert Creech, Trisha Taylor)

Put a therapist, a pastor, and a family systems theorist together, and this is the book you get. This looks at the interior aspect of leadership – how transformation of a leader’s group begins with the inner transformation of the leader’s own personhood. The Self-Assessment Questions at the end of each chapter can be used as discussion starters, homework assignments, or group exercises.

**Transforming Power: Stories from Transformational Leaders for Encouragement & Inspiration** (Hugh Ballou, Editor)

Think of this as “Leadership CPE” in a book. A collection – buffet really – of testimonial essays by mostly United Methodist leaders. Each is short enough to use as a devotional or section of a lesson plan, while long enough to devote an entire session. A different text from the others, in that it mixes narrative with theory, personal with practical. This makes leadership real-to-life.

**Waking to God’s Dream: Spiritual Leadership & Church Renewal** (Dick Wills)

By LCI’s own Bishop Dick Wills. An older text that is probably the simplest, easiest, and most accessible work on spiritual leadership. A favorite in both Cabinet and Academy, it is the first book I usually give new members of the Administrative Board as well. A short book, a fast read full of challenging, inspiring, and invaluable insights. Think of it as “spiritual leadership 101.”

**Who Stole My Church: What to Do When the Church You Love Tries to Enter the 21<sup>st</sup> Century** (Gordon McDonald)

A great book for engaging diverse people in valuable conversation. This fictional work is full of non-too-fictional realities, written in a style that begs people/groups to dialogue with each other. Full of great quotes and great insights. “Points to Ponder” section at the end provides conversation/lesson guidance for use in each chapter.

**STOP HERE FOR QUESTIONS/COMMENTS**

CLOSING THOUGHTS

University United Methodist Church

**MINISTRY PROFILE FOR: Charles Anderson**

August 17, 2007

*The presumed priority job of every University UMC staff member is to either make disciples or make decisions that make disciples. The following Ministry Profile outlines your “first understanding” on how you practice that priority through your staff responsibilities.*

**My ministry title is:** Directing Pastor.

**I am the church’s primary:** Spiritual leader.

**My ministry’s purpose is to:** Articulate and clarify the vision and values through the faith formation of staff and lay leadership.

**The “Vision Map slogan” for my ministry is:** Decisions that make disciples.

**My success will be evaluated mainly in the areas of:** Leadership development and execution of the Vision Map.

**The question that I bring to every planning discussion/decision is:** What is our destination?

**My ministry’s target populations/constituencies include:** entire congregation, coordinating and coaching teams, staff, present and potential church leaders, and Sanctuary worshippers (present and potential).

**My practice of ministry is usually located in/on:** Staff offices, worship settings (particularly the Sanctuary), and leadership meetings and workshops.

**The initial time allocations for my ministry are (in order):** Staff development (20%); personal soul growth (20%); leadership and vision development (20%); preaching and worship (20%); perspective planning (10%); parishioner conflict management (10%).

**Existing teams and programs for which I am the staff LEADER include:** Coordinating team, V&V, Administrative Board, Leadership Committee, Executive Committee, PPRC, and Sanctuary worship, Connection Ministry, Lead Pastors, and General Staff.

**Existing teams and programs for which I am the staff CONTACT include:** Endowments, Trustees, Finance, and Stewardship.

**My annual performance evaluation and ministry profile revisions are done by:** PPRC in consultation with the Bishop.

University United Methodist Church

**MINISTRY PROFILE FOR: Jim Martin**

February 1, 2010

*The presumed priority job of every University UMC staff member is to either make disciples or make decisions that make disciples. The following Ministry Profile outlines your “first understanding” on how you practice that priority through your staff responsibilities.*

**My ministry title is:** Operations Director.

**I am the church’s primary:** Operations manager.

**My ministry’s purpose is to:** Grow and administer the tangible resources of the church.

**The “Vision Map slogan” for my ministry is:** Decisions that make disciples.

**My success will be evaluated mainly in the areas of:** Leading and managing church finance, Human Resource; daily administrative operations; and all issues related to the facilities, equipment, and/or Trustees.

**The question that I bring to every planning discussion/decision is:** What resources do we need to make ready to accomplish this?

**My ministry’s target populations/constituencies include:** Readiness and Resources, PPRC, Trustees, Finance, endowments committee/Foundation Directors, and vendors and contractors.

**My practice of ministry is usually located in/on:** Meetings (related to Finance, Trustees, PPRC, and Executive Committee), the operations offices, and Coordinating Team offices.

**The initial time allocations for my ministry are (in order):** Finance (30%), Facilities (30%), Human Resources (20%), and Administration (20%)

**Existing teams and programs for which I am the staff LEADER include:** Readiness and Resources, and Human Resources.

**Existing teams and programs for which I am the staff MANAGER include:** Finance, Trustees, and endowment/Foundation.

**Existing teams and programs for which I am the staff CONTACT include:** Food Services, Information Technology, Communication Services, Nursery, PPRC, Administrative Board, Executive Committee, General Staff, and Stewardship.

**My primary supervisor is the Directing Pastor.**

**In addition to the Directing Pastor, I can also seek spiritual guidance and support from the Worship Pastor.**

**My annual performance evaluation and ministry profile revisions are done by the Directing Pastor.**

University United Methodist Church

**MINISTRY PROFILE FOR: Adam Knight**

March 1, 2010

*The presumed priority job of every University UMC staff member is to either make disciples or make decisions that make disciples. The following Ministry Profile outlines your “first understanding” on how you practice that priority through your staff responsibilities.*

**My ministry title is:** Outreach Pastor (outreach Pastor).

**I am the church’s primary:** Evangelist.

**My ministry’s purpose is to:** Introduce people to their need for Jesus, the person of Jesus, and the people of Jesus.

**The “Vision Map slogan” for my ministry is:** Outreach—From no disciple to new disciple, and true disciple to trained discipler.

**My success will be evaluated mainly in the areas of:** Professions of faith, new member recruitment and engagement in the Pathway to Discipleship, invitation and hospitality ministries, member participation in ministries of missions, and community service and social justice.

**The question that I bring to every planning discussion/decision is:** How will people learn about their need for Jesus Christ and what to do about it?

**My ministry’s target populations/constituencies include:** Un-faithed or de-churched population in the community; UUMC guests and prospective members; outreach teams and contacts; present and potential lay leaders/teams for outreach and outreach-hospitality; and all adult members.

**My practice of ministry is usually located in/on:** Community, the parking lot, greeter and welcome stations, church facility, and select mission sites.

**The initial time allocations for my ministry are (in order):** Evangelism and new member recruitment (25%); mission management (25%); worship design and leadership (20%); general pastoral administration (15%); outreach leadership development and mentoring (5%); administration of other small group outreach ministries (5%); and writing and teaching Pathway to Discipleship curriculum (5%).

**Existing teams and programs for which I am the staff LEADER include:** outreach council, all expressions of Evangelism, new member recruitment, hospitality ministry, and missions.

**Existing teams and programs for which I am the staff MANAGER include:** Pathway to Discipleship “Meeting” Phase curriculum.

**Existing teams and programs for which I am the staff CONTACT include:** Greeters and Magdalena House.

**My primary supervisor is the Directing Pastor.**

**My annual performance evaluation and ministry profile are done by the Directing Pastor.**

University United Methodist Church

**MINISTRY PROFILE FOR: Leslie Tomlinson**

March 1, 2010

*The presumed priority job of every University UMC staff member is to either make disciples or make decisions that make disciples. The following Ministry Profile outlines your "first understanding" on how you practice that priority through your staff responsibilities.*

**My ministry title is:** Shepherding Pastor (inreach Pastor).

**I am the church's primary:** Caregiver.

**My ministry's purpose is to:** Bring intervention to the inactive, the infirmed, and the irritated, and to help members remain engaged in their pathway to discipleship amidst life crisis and transition.

**The "Vision Map slogan" for my ministry is:** Inreach—Everyone inside the church walls.

**My success will be evaluated mainly in the areas of:** Short-term pastoral care; ministries to the homebound and hospitalized; clergy presence at times of life change; intervention with estranged and inactive members; and recovering and healing ministries.

**The question that I bring to every planning discussion/decision is:** How does this show the heart of Christ to the broken?

**My ministry's target populations/constituencies include:** Homebound, hospitalized and hospice; bereaved; people in crisis; teams engaged in recovery, health ministries, prayer ministry; and engaged couples.

**My practice of ministry is usually located in/on:** Hospitals, homes, short-term counseling sessions, training meetings, prayer settings, and the church facility.

**The initial time allocations for my ministry are (in order):** Pastoral conversation and visitation (40%); worship design and leadership (20%); general pastoral administration (15%); death and bereavement (10%); training and supervision of ministry teams (5%); mentoring and coaching for the Pathway to Discipleship (5%); and wedding administration (5%).

**Existing teams and programs for which I am the staff LEADER include:** Pastoral care triage, celebrate recovery, lost sheep, and weddings and funerals.

**Existing teams and programs for which I am the staff MANAGER include:** Care and concern, Health and Wellness, and prayer ministry.

**Existing teams and programs for which I am the staff CONTACT include:** Stephen Ministry and Senior Adults.

**My primary supervisor is the Directing Pastor.**

**My annual performance evaluation and ministry profile revisions are done by the Directing Pastor.**

University United Methodist Church

**MINISTRY PROFILE FOR: Will Rice**

March 1, 2010

*The presumed priority job of every University UMC staff member is to either make disciples or make decisions that make disciples. The following Ministry Profile outlines your “first understanding” on how you practice that priority through your staff responsibilities.*

**My ministry title is:** Discipleship Pastor (deephreach Pastor).

**I am the church’s primary:** Administrator of the Pathway to Discipleship and Discipleship coach for all adults.

**My ministry’s purpose is to:** Develop, promote, and administer the Pathway to Discipleship’s core curriculum. Coach educational ministries that form the message of Christ.

**The “Vision Map slogan” for my ministry is:** Deepreach—New disciples to true disciples.

**My success will be evaluated mainly in the areas of:** Movement within the Pathway to Discipleship; development and expansion of Adult Discipleship Ministry.

**The question that I bring to every planning discussion/decision is:** Message—Where will someone learn about the news of Jesus Christ and what to do about it?

**My ministry’s target populations/constituencies include:** All adult members. Other constituencies include teachers & education leaders, facilitators.

**My practice of ministry is usually located in/on:** Office, planning and training meetings, classrooms, off-site immersion events, and worship settings.

**The initial time allocations for my ministry are (in order):** Worship design and leadership (25%) creating and launching new classes and small groups within the vision map core curriculum and their corresponding electives (20%); resourcing adult Sunday school and other small groups (20%); general pastoral administration (15%); mentoring/coaching present and future class and group leaders (10%); pathway administration (5%); and writing and teaching classes (5%).

**Existing teams and programs for which I am the staff LEADER include:** Pathway to Discipleship; Adult Sunday School; Message Ministry Core curriculum and electives; Wednesday night worship; and Adult Education Council.

**Existing teams and programs for which I am the staff MANAGER include:** Walk to Emmaus, Coaches Directed Study; and Baptism Class

**Existing teams and programs for which I am the staff CONTACT include:** UMW, UMM, BSF, and other discipleship electives.

**My primary supervisor is the Directing Pastor.**

**My annual performance evaluation and ministry profile revisions are done by the Directing Pastor.**

University United Methodist Church

**MINISTRY PROFILE FOR: Michael Reeves**

March 1, 2010

**My ministry title is:** Pastor of Financial Discipleship.

**I am the church's primary:** Advocate, innovator, and instructor regarding Jesus-like generosity.

**My ministry's purpose is to:** (*one sentence summary job description*) Develop and expand the congregation's "culture of generosity" wherein both individual members and the gathered congregation experience financial stewardship as a fundamental dimension of Christian discipleship.

**The "Vision Map slogan" for my ministry is:** Mission—From True Disciple to Trained Disciple ("What is my CALL from Jesus, and what do I do about it?").

**My success will be evaluated mainly in the areas of:** Christian finance training and lifestyle mentoring, congregational stewardship development, promotion and administration of estate/planned giving, and both annual budget and capital construction campaigns.

**The question that I bring to every planning discussion/decision is:** How does/can this promote Jesus-like generosity as an essential dimension of Christian discipleship and church membership?

**My ministry's target populations/constituencies include:** Present/potential major givers; new Christian disciples and church members; finance and stewardship committees and task forces; homes and families needing finances and home budget education; older adults and others with potential for estate/planned giving; and the preaching and worship pastors.

**My practice of ministry is usually located in/on:** Home of potential/present donors, Sunday morning worship and class settings, endowment committee, planned giving seminars, finance education seminars, finance committee, stewardship task forces, and strategic planning meetings.

**The initial time allocations for my ministry are (in order):** Stewardship education and generosity cultivation (50%); discipleship of high-capacity givers (25%); thanking givers, congregational reporting, and worship-based communication (15%); and coordination with the Clergy, Finance Staff/Committee regarding goal, benchmarks, giving methods/options, etc. (10%).

**Existing committees and teams for which I am the staff LEADER include:** Endowment Committee, Annual operating budget campaign, Monthly/seasonal "thank you" info-mailings to the congregation, and Stewardship articles in the monthly ENCOURAGER magazine.

**Existing teams and programs for which I am the staff MANAGER include:** Financial Peace University, "Good Sense" and "Crown Ministries" financial seminars, Monthly "Pastor's Report" contributions and finances mailing, Weekly stewardship moment(s) in worship.

**Existing teams and programs for which I am the staff CONTACT include:** Finance Committee, Finance Office staff.

**My primary supervisor is the Directing Pastor.**

**My annual performance evaluation and ministry profile revisions are done by the Directing Pastor.**

University United Methodist Church

**MINISTRY PROFILE FOR: Joshua Arrington**

February 26, 2010

*The presumed priority job of every University UMC staff member is to either make disciples or make decisions that make disciples. The following Ministry Profile outlines your “first understanding” on how you practice that priority through your staff responsibilities.*

**My ministry title is:** Student Director.

**I am the church’s primary:** Leader and visionary for student ministry and its staff.

**My ministry’s purpose is to:** Help students encounter Jesus Christ and grow to their full potential in and for Him.

**The “Vision Map slogan” for my ministry is:** DeepReach—New disciples to true disciples.

**My success will be evaluated mainly in the areas of:** Professions of faith by un-churched and de-churched students and number of students participating in discipleship activities.

**The question that I bring to every planning discussion/decision is:** How does that introduce youth to Jesus and equip them for a lifelong discipleship journey?

**My ministry’s target populations/constituencies include:** Students outside and inside the walls of the church, at-risk and special needs youth, volunteers, and students’ parents.

**My practice of ministry is usually located in/on:** Places kids and families congregate (inside and outside of the church); Ministry & Mobilization meetings; leadership development meetings; UUMC offices, and student events/activities of UUMC.

**The initial time allocations for my ministry are (in order):** Leadership development (20%); managing programs (20%); recruiting kids from outside the church (15%); relating to kids inside the church (15%); and leading retreats/immersion events (20%), family ministry (5%), and risk management (5%).

**Existing teams and programs for which I am the staff LEADER include:** SMAT, student ministry staff, family and parenting events, leadership development, student ministry events, and budget.

**Existing teams and programs for which I am the staff MANAGER include:** Student ministry child-youth safety program.

**Existing teams and programs for which I am the staff CONTACT include:** Campus Ministry and Foundation senior high scholarships.

**My primary supervisor is the Directing Pastor.**

**In addition to the Directing Pastor, I can also seek spiritual guidance and support from the Discipleship Pastor.**

**My annual performance evaluation and ministry profile revisions are done by the Lead Pastors.**

University United Methodist Church

**MINISTRY PROFILE FOR: Susan Galindo**

March 1, 2010

*The presumed priority job of every University UMC staff member is to either make disciples or make decisions that make disciples. The following Ministry Profile outlines your “first understanding” on how you practice that priority through your staff responsibilities.*

**My ministry title is:** Director of Special Needs Ministry (ability Director).

**I am the church’s primary:** Administrator for children, youth, and adults who have special needs.

**My ministry’s purpose is to:** Provide opportunities for spiritual growth, meaningful purpose, and service to others for those who have special needs. To network with like-hearted organizations that strive to improve and include the special needs community in every aspect of church and community life.

**The “Vision Map slogan” for my ministry is:** To see those with special needs grow in discipleship, relationship, education, and service.

**My success will be evaluated mainly in the areas of:** Spiritual growth of others and myself, growth in numbers of children and youth participating in Sunday School and other church programs, greater outreach and service to the community.

**The question that I bring to every planning discussion/decision is:** How does this idea bring opportunities for growth (spiritual and in numbers), relationships with others, educational development and service to others?

**My ministry’s target populations/constituencies include:** Children, youth, and adults who have special needs and their family and friends.

**My practice of ministry is usually located in/on:** South end of the second floor (South Campus).

**The initial time allocations for my ministry are (in order):** Program development (40%); weekday programs (30%); Sunday programs (15%); and leadership development and training (15%).

**Existing teams and programs for which I am the staff LEADER include:** Ministry staff members, lay committee, adult Sunday school, Helping Hands, and social events (i.e., Bingo, dances).

**Existing teams and programs for which I am the staff MANAGER include:** Children and youth with special needs involved in church programs, coffee kiosk, Tuesday Lunch, and caregivers.

**Existing teams and programs for which I am the staff CONTACT include:** All church special needs.

**My primary supervisor is the Directing Pastor.**

**In addition to the Directing Pastor, I can also seek spiritual guidance and support from the Worship Pastor.**

**My annual performance evaluation and ministry profile revisions are done by the Directing Pastor.**

University United Methodist Church

**MINISTRY PROFILE FOR: Kit Tomlinson**

February 1, 2010

*The presumed priority job of every University UMC staff member is to either make disciples or make decisions that make disciples. The following Ministry Profile outlines your “first understanding” on how you practice that priority through your staff responsibilities.*

**My ministry title is:** Recreational Evangelist.

**I am the church’s primary:** Recreational evangelist—particularly youth, college age, and young adults.

**My ministry’s purpose is to:** Win people to Jesus Christ through sports & recreational ministries.

**The “Vision Map slogan” for my ministry is:** Meeting—Making No to New disciples.

**My success will be evaluated mainly in the areas of:** Professions of faith.

**The question that I bring to every planning discussion/decision is:** How can we use sports & recreation to make new disciples?

**My ministry’s target populations/constituencies include:** Non-church youth (skaters, Goths, sub-cultured kids); college aged; young adults.

**My practice of ministry is usually located in/on:** The gym; the church parking lot; outdoor recreation areas (paintball fields, mountain bike courses, ultimate Frisbee fields, skate parks, camping sites)

**The initial time allocations for my ministry are (in order):** Creating new programs (40%); training leaders (20%); managing sports leagues (20%); skate church; parking lot evangelism (10%); personal soul care (10%).

**Existing teams and programs for which I am the staff LEADER include:** Skate church; youth extreme sports/recreation programs.

**Existing teams and programs for which I am the staff MANAGER include:** College and young sports/recreation adult recreation programs.

**Existing teams and programs for which I am the staff CONTACT include:** Basketball league; volleyball league; adult sports/recreation programs.

**My primary supervisor is the Directing Pastor.**

**In addition to the Directing Pastor, I can also seek spiritual guidance and support from the Teaching Pastor.**

**My annual performance evaluation and ministry profile revisions are done by the Coordinating Team.**

University United Methodist Church

**MINISTRY PROFILE FOR: Michael Andres**

March 1, 2010

*The presumed priority job of every University UMC staff member is to either make disciples or make decisions that make disciples. The following Ministry Profile outlines your “first understanding” on how you practice that priority through your staff responsibilities.*

**My ministry title is:** Discipleship Assistant Director.

**I am the church’s primary:** ulconnect Program Leader of Discipleship Ministries.

**My ministry’s purpose is to:** Helping people to deepen their walk with Jesus Christ through the Pathway to Discipleship and other appropriate spiritual formation opportunities.

**The “Vision Map slogan” for my ministry is:** Deepreach—Every soul toward the Lord.

**My success will be evaluated mainly in the areas of:** Management of the Pathway to Membership, operation of ulconnect, management and promotion of the Pathway to Discipleship, facilitation of other spiritual formation opportunities.

**The question that I bring to every planning discussion/decision is:** How can we promote and connect people to the Pathway to Discipleship?

**My ministry’s target populations/constituencies include:** People in the Pathway to Membership, people in the Pathway to Discipleship, ulgrow council and discipleship lay leaders.

**My practice of ministry is usually located in/on:** UUMC Campus, off-campus *Pathway to Discipleship* events.

**The initial time allocations for my ministry are (in order):** Tracking members entry into and participation in the pathway (20%); communicating with people entering and leaving the pathway (20%); implementing and supporting primary entry point (ulconnect) (20%); developing new systems of tracking and support (10%); connecting members to service and education opportunities outside the pathway (10%); teaching modules of Core Curriculum (10%); developing and implementing strategies for higher pathway participation and lower pathway attrition (5%); and recruiting and training volunteers (5%).

**Existing teams and programs for which I am the staff LEADER include:** ulconnect.

**Existing teams and programs for which I am the staff MANAGER include:** Pathway to Membership, Pathway to Discipleship (including all Pathway Core Components), and Adult Sunday School.

**Existing teams and programs for which I am the staff CONTACT include:** Additional adult Bible studies and Men’s Ministries.

**My primary supervisor is the Discipleship Pastor.**

**In addition to the Directing Pastor, I can also seek spiritual guidance and support from the Discipleship Pastor.**

**My annual performance evaluation and ministry profile revisions are done by the Discipleship Pastor.**

University United Methodist Church

**MINISTRY PROFILE FOR: Shari Stephens**

February 1, 2010

*The presumed priority job of every University UMC staff member is to either make disciples or make decisions that make disciples. The following Ministry Profile outlines your "first understanding" on how you practice that priority through your staff responsibilities.*

**My ministry title is:** Children's Director.

**I am the church's primary:** Leader for children 2 year old through 5<sup>th</sup> grade.

**My ministry's purpose is to:** Introduce children to Jesus and equip them for a lifelong discipleship journey.

**The "Vision Map slogan" for my ministry is:** Decisions that equip children to become disciples.

**My success will be evaluated mainly in the areas of:** Number of un-churched and de-churched children engaged in regular programming; percentage of church children's participation; Sunday morning programming for children and volunteer participation.

**The question that I bring to every planning discussion/decision is:** How does that introduce children to Jesus and equip them to become a disciple?

**My ministry's target populations/constituencies include:** Children and Families outside the walls of the church, children and families inside the walls of the church, and special needs children and their families.

**My practice of ministry is usually located in/on:** Children's Building; McCreless Building; meetings of: Children's Staff & Team, Ministry and Mobilization, leadership development, Day School Board, Day School & Nursery Directors; and children's events/activities at UUMC.

**The initial time allocations for my ministry are (in order):** Managing programs (40%); leadership development (20%); creating and launching new programs; updating and reviewing current programs (20%); recruiting and equipping teachers and volunteers (20%).

**Existing teams and programs for which I am the staff LEADER include:** Children's Ministry Team, Children's Staff, Children's Team, Vacation Bible School, Children's teachers and volunteers, first-time guests.

**Existing teams and programs for which I am the staff MANAGER include** Grace Place, Godly Play, J-Quest, VBS, and all children's programs.

**Existing teams and programs for which I am the staff CONTACT include:** Nursery and Day School.

**My primary supervisor is the Directing Pastor.**

**In addition to the Directing Pastor, I can also seek spiritual guidance and support from the Worship Pastor.**

**My annual performance and ministry profile revisions are done by the Lead Pastors.**

University United Methodist Church

**MINISTRY PROFILE FOR: Mary McKay**

March 1, 2010

*The presumed priority job of every University UMC staff member is to either make disciples or make decisions that make disciples. The following Ministry Profile outlines your "first understanding" on how you practice that priority through your staff responsibilities.*

**My ministry title is:** Sanctuary Music Director.

**I am the church's primary:** Sanctuary music leader.

**My ministry's purpose is to:** Execute Sanctuary music, worship, and fine art functions.

**The "Vision Map slogan" for my ministry is:** Teach the Message of Jesus through music and fine arts.

**My success will be evaluated mainly in the areas of:** Sanctuary-related music, worship, and fine arts; Sanctuary worship design; and the development of Sanctuary musicians, vocal/choral groups, and orchestral/instrumental groups.

**The question that I bring to every planning discussion/decision is:** What must I do in music and/or fine arts to advance the purpose of this worship hour?

**My ministry's target populations/constituencies include:** Sanctuary worship teams, choral and instrumental groups, and present and potential Sanctuary worshippers.

**My practice of ministry is usually located in/on:** Sanctuary, rehearsal space, worship design settings, Directing Pastor's office, Ministry and Mobilization meetings, and my UUMC office.

**The initial time allocations for my ministry are (in order):** recruiting and developing new musicians and vocalists (30%); worship design (20%); instructing musicians and vocalists (20%); researching and developing innovations for Sanctuary worship (20%); and leading music in Sanctuary worship (10%).

**Existing teams and programs for which I am the staff LEADER include:** Sanctuary music & worship staff, adult orchestra, and choirs.

**Existing teams and programs for which I am the staff MANAGER include:** Bell ministry, age-level Sanctuary music, and Sanctuary worship design team.

**Existing teams and programs for which I am the staff CONTACT include:** Fine arts.

**My primary supervisor is the Worship Pastor.**

**In addition to the Directing Pastor, I can also seek spiritual guidance and support from the Discipleship Pastor.**

**My annual performance evaluation and ministry profile revisions are done by the Lead Pastors.**

University United Methodist Church

**MINISTRY PROFILE FOR: Mark Swayze**

March 1, 2010

*The presumed priority job of every University UMC staff member is to either make disciples or make decisions that make disciples. The following Ministry Profile outlines your “first understanding” on how you practice that priority through your staff responsibilities.*

**My ministry title is:** University Praise Director.

**I am the church’s primary:** Contemporary worship leader.

**My ministry’s purpose is to:** Lead and lead leaders for the development of University Praise.

**The “Vision Map slogan” for my ministry is:** Meeting Jesus Christ.

**My success will be evaluated mainly in the areas of:** University Praise worship, UP worship design, and UP development.

**The question that I bring to every planning discussion/decision is:** How do we express that in relevant ways in worship?

**My ministry’s target populations/constituencies include:** Present and potential UP worshippers and UP lay and staff leaders.

**My practice of ministry is usually located in/on:** UP worship space, rehearsal space, worship design settings, home studio, and the Worship Pastor’s office.

**The initial time allocations for my ministry are (in order):** Leading UP worship design (30%), Leading UP worship (20%), instructing musicians (20%), developing leaders (20%), and writing music (10%).

**Existing teams and programs for which I am the staff LEADER include:** UP Band(s); UP visual art; and UP creative team.

**Existing teams and programs for which I am the staff MANAGER include:** UP Design meeting.

**Existing teams and programs for which I am the staff CONTACT include:** Youth Worship Team and Combined Worship team.

**My primary supervisor is the Worship Pastor.**

**In addition to the Directing Pastor, I can also seek spiritual guidance and support from the Outreach Pastor.**

**My annual performance evaluation and ministry profile revisions are done by the Worship Pastor.**

University United Methodist Church

**MINISTRY PROFILE FOR: Ruth Towers**

February 1, 2010

*The presumed priority job of every University UMC staff member is to either make disciples or make decisions that make disciples. The following Ministry Profile outlines your “first understanding” on how you practice that priority through your staff responsibilities.*

**My ministry title is:** Directing Pastor’s Executive Assistant.

**I am the church’s primary:** Manager of the Directing Pastor’s time and office.

**My ministry’s purpose is to:** Support the Directing Pastor.

**The “Vision Map slogan” for my ministry is:** Support decisions that make disciples.

**My success will be evaluated mainly in the areas of:** Resourcing the Directing Pastor for success.

**The question that I bring to every planning discussion/decision is:** How can I help the Directing Pastor with this; does it need to go on his calendar; and who else needs to know?

**My ministry’s target populations/constituencies include:** Directing Pastor, General Staff, Visions & Values Team, Ministry & Mobilization Team, Administrative Board, Executive Committee of the Administrative Board, Leadership Committee, Pastor Parish Relation Committee, and various standing committees.

**My practice of ministry is usually located in/on:** Staff offices, meetings, workshops, and workroom.

**The initial time allocations for my ministry are (in order):** Managing the Directing Pastor’s office & providing administrative support for staff and team meetings (45%); providing administrative support for Administrative Board, Executive Committee, Leadership Committee, PPRC, Church Delegates to Annual Conference, and Conference relations (45%), and assisting with correspondence and errands (10%).

**Existing teams and programs for which I am the staff MANAGER include:** Directing Pastor and his office, Administrative Board, Executive Committee, Leadership Committee, profiling elected leaders, ministry candidates, and lay speakers.

**Existing teams and programs for which I am the staff CONTACT include:** Vision & Value Team, Conference delegates, and Pastor Parish Relations Committee.

**My primary supervisor is the Directing Pastor.**

**In addition to the Directing Pastor, I can also seek spiritual guidance and support from the Discipleship Pastor.**

**My annual performance evaluation and ministry profile revisions are done by the Directing Pastor.**

University United Methodist Church

**MINISTRY PROFILE FOR: Shelly Kennerdell**

February 8, 2010

*The presumed priority job of every University UMC staff member is to either make disciples or make decisions that make disciples. The following Ministry Profile outlines your “first understanding” on how you practice that priority through your staff responsibilities.*

**My ministry title is:** Receptionist.

**I am the church’s primary:** Main office receptionist.

**My ministry’s purpose is to:** be the first church welcome for people entering the main office or calling by phone, and to provide overflow administrative support to the staff.

**The “Vision Map slogan” for my ministry is:** Resources & Readiness—“What do we need to pack?”

**My success will be evaluated mainly in the areas of:** Greeting walk-ins and answering calls in a professional and expedient manner; weekly registrations for nursery, senior adults and food services; assisting in the administrative support of the staff; and training front office volunteers.

**The question that I bring to every planning discussion/decision is:** What do I need to know from you to best serve our members and guests when they call or visit?

**My ministry’s target populations/constituencies include:** Call-ins and walk-ins, Operations Director Executive Assistant, church staff, and front office volunteers.

**My practice of ministry is usually located in/on:** Main office, front desk, phone, and main office coffee bar.

**The initial time allocations for my ministry are (in order):** Answer phone calls or assist walk-in guests (70%), overflow administrative assistance to other ministries in the church (25%), and training front office volunteers (5%).

**Existing teams and programs for which I am the staff LEADER include:** Answering phones and walk-ins, upkeep of the front office, and training front office volunteers

**Existing teams and programs for which I am the staff MANAGER include:**

**Existing teams and programs for which I am the staff CONTACT include:**

**My primary supervisor is the Executive Assistant to the Operations Director.**

**In addition to the Directing Pastor, I can also seek spiritual guidance and support from the Shepherding Pastor.**

**My annual performance evaluation and ministry profile are done by Executive Assistant to the Operations Director.**

University United Methodist Church

**MINISTRY PROFILE FOR: Barbara Hardin**

February 8, 2010

*The presumed priority job of every University UMC staff member is to either make disciples or make decisions that make disciples. The following Ministry Profile outlines your “first understanding” on how you practice that priority through your staff responsibilities.*

**My ministry title is:** Receptionist.

**I am the church’s primary:** Atrium Receptionist & purchasing agent of office supplies.

**My ministry’s purpose is to:** Be the first church welcome for people entering the atrium or calling by phone, purchase office supplies, and to provide overflow administrative support to the staff.

**The “Vision Map slogan” for my ministry is:** Resources & Readiness—“What do we need to pack?”

**My success will be evaluated mainly in the areas of:** Greeting walk-ins and answering calls in a professional and expedient manner; monitor the access of secured children’s areas; assisting in the administrative support of the staff in main office; and ordering and upkeep of office supplies.

**The question that I bring to every planning discussion/decision is:** What do I need to know for you to best serve our members and guests when they call or visit? What office supplies do I need to order for you to be able to complete your tasks?

**My ministry’s target populations/constituencies include:** Call-ins and walk-ins, Operations Director Executive Assistant, church staff, front office volunteers, volunteer stuffers and vendors.

**My practice of ministry is usually located in/on:** Atrium desk and phone and main office as needed, and workroom/supply room.

**The initial time allocations for my ministry are (in order):** Answer phone calls or assist walk-in guests (65%); purchase, organize and distribute office supplies (20%); overflow office assistance (15%).

**Existing teams and programs for which I am the staff LEADER include:** Supply acquisitions and distribution.

**Existing teams and programs for which I am the staff MANAGER include:**

**Existing teams and programs for which I am the staff CONTACT include:**

**My primary supervisor is the Executive Assistant to the Operations Director.**

**In addition to the Directing Pastor, I can also seek spiritual guidance and support from the Discipleship Pastor.**

**My annual performance evaluation and ministry profile revisions are done by the Executive Assistant to the Operations Director.**

University United Methodist Church

**MINISTRY PROFILE FOR: Sherri Smith**

February 8, 2010

*The presumed priority job of every University UMC staff member is to either make disciples or make decisions that make disciples. The following Ministry Profile outlines your “first understanding” on how you practice that priority through your staff responsibilities.*

**My ministry title is:** Receptionist.

**I am the church’s primary:** North Campus receptionist, bulk mail manager, and currently-assigned recreation office support.

**My ministry’s purpose is to:** Be the first church welcome for people entering the north campus or calling by phone, execute bulk mailings, and currently provide administrative support to the recreation ministry.

**The “Vision Map slogan” for my ministry is:** Resource & Readiness—“What do we need to pack?”

**My success will be evaluated mainly in the areas of:** Greeting walk-ins and answering calls in a professional and expedient manner; bulk mail projects; outside marquees; administrative support in recreation; and providing backup support to the main office reception staff.

**The question that I bring to every planning discussion/decision is:** Does anyone need assistance with a bulk mailing? What assistance does the Recreation Ministry need of me? How can I help support the front office?

**My ministry’s target populations/constituencies include:** North Campus visitors, Operations Director Executive Assistant, Recreation Pastor, office staff and volunteers.

**My practice of ministry is usually located in/on:** North Campus reception areas, recreation office, the main office, and marquees.

**The initial time allocations for my ministry are (in order):** General receptionist and marquee duties (45%); Recreation Ministry support (45%); and coordinate bulk mailings to the post office (10%);

**Existing teams and programs for which I am the staff LEADER include:** Bulk mail.

**Existing teams and programs for which I am the staff MANAGER include:** Church marquees.

**Existing teams and programs for which I am the staff CONTACT include:**

**My primary supervisor is the Executive Assistant to the Operations Director.**

**In addition to the Directing Pastor, I can also seek spiritual guidance and support from the Recreation Pastor.**

**My annual performance evaluation and ministry profile revisions are done by Executive Assistant to the Operations Director.**

## SUGGESTED RESOURCES for a PASTOR'S ACADEMY/CABINET

**A Work of Heart: Understanding How God Shapes Spiritual Leaders** (Reggie McNeal)

**Congregational Leadership in Anxious Times** (Peter Steinke)

**Deep Change: Discovering the Leader Within** (Robert E. Quinn)

**Failure of Nerve: Leadership in the Age of the Quick Fix** (Edwin Friedman)

**Leaders on Leadership: Wisdom, Advice and Encouragement on the Art of Leading God's People** (George Barna)

**Practicing Greatness: 7 Disciplines of Extraordinary Spiritual Leaders** (Reggie McNeal)

**Reverse Mentoring: How Young Leaders Can Transform the Church and Why We Should Let Them** (Earl Crepps)

**Strategic Leadership For a Change: Facing Our Losses, Finding Our Future** (Kenneth J. McFayen)

**Strengthening the Soul of Your Leadership: Seeking God in the Crucible of Ministry** (Ruth Haley Barton)

**Spiritual Leadership: Principles of Excellence for Every Believer** (J. Oswald Sanders)

**The Empowered Leader: 10 Keys to Servant Leadership** (Calvin Miller)

**The Leader's Journey: Accepting the Call to Personal & Congregational Transformation:** (Jim Herrington, R. Robert Creech, Trisha Taylor)

**Transforming Power: Stories from Transformational Leaders for Encouragement & Inspiration** (Hugh Ballou, Editor)

**Waking to God's Dream: Spiritual Leadership & Church Renewal** (Dick Wills)

**Who Stole My Church: What to Do When the Church You Love Tries to Enter the 21<sup>st</sup> Century** (Gordon McDonald)