

**First English Lutheran Church
Congregation Council Meeting
North Site – December 15, 2009**

Present: Mike Lokensgard, Ellen Evensen, Jeff Picken, Amy Henderson, Jeff Diehl, Dong Pham, Gordy Jeppson, Dan Baumbach, Dana Olson, John Zweig, Mark DesRochers, Steve Uslabar, Pastor Bauer and Pastor Dismer

Excused: Dean Haas, Kathy Larson

Guests: Brenda Smongeski and Melissa Moll

I. Devotions – Dong Pham reported on outreach activity - WEMI Care boxes assembled at North Site Activity Center.

Brenda Smongeski announced the resignation of Jenell Barth effective December 31, 2009. Jenell has accepted a position with Concordia University – Appleton facility. Council members expressed their gratitude to Jenell for her excellent attention to building care and other administrative tasks. We wish her well in her new position.

II. Approval of Minutes. A motion was made and seconded to approve the minutes of the November 24, 2009 Congregation Council meeting. Motion passed unanimously.

III. Ministry Team Reports. A motion was made and seconded to accept the request from the Worship Ministry Team to accept and use a designated gift to purchase ELW Pew editions and accompanying materials by the end of December 2009. The Support Ministry Team reviewed the designated gift and found it to be appropriate and within the FELC gift guidelines. Motion carried. Council directs the Worship Ministry Team, Pastors, and DT Music Director to work out communication for this decision and to create a plan and timeline for introducing the new Book of Worship to the congregation. The other Ministry Team Reports were accepted as written.

IV. Treasurer's Report. Projections for a 2009 budget shortfall are in the \$120,000 range. A realistic budget will need to be prepared for 2010 in order to stop deficit spending. The pledges for 2010 are down for the year. Since the goal is to get people to understand the implications of not pledging in preparing a realistic budget, a plan will be created to contact those who pledged last year but have not pledged for 2010.

V. Executive Committee Report. The Executive Committee did not meet.

VI. Pastors' Reports. Pastors submitted written reports. Pastor Bauer asked that Council members write their name in the book, "A Field Guide for the Missional Congregation" along with a sentence comment about the book similar to writing in a journal at a Bed & Breakfast. Once the council member has finished reading, then the book will be passed on to members of the call committee with the same instruction.

VII. Old Business.

A. Follow up from Bishops Nov. 4 meeting and Council Nov. 24 meeting. Final printed recommendations/findings will be made available to the Call Committee in January.

1. Leadership Model/Expectations and Accountability. (Zweig, Jeppson, Diehl) Four recommendations were presented: Change the title of the Lead pastor to Senior Pastor; Approve the Senior Pastor Job Description; Clarify the role of the Senior Pastor and the Executive Committee in the hiring and firing process; Annual Ministry Evaluation. After discussion, the job description will be slightly edited and presented again at the next Council meeting.

2. "One Way Street" Mindset. (Olson, Larsen, Haas) The one-way street mindset can be described as a "spa mentality;" "What's in it for me?"; an inward vision focus) Detailed recommendations were listed including finding ways to communicate and celebrate the ministries we are doing and talking about the impacts they have as well as focusing on helping others rather than helping ourselves.

3. Resistance to Change/Triangulation/Trust (Baumbach, Pham, Lokensgard) This group provided background for the issues, identified causes and listed corrective actions that have been taken. One thing that was found to be missing in this document was acknowledging individuals' pain as a result of the changes and looking for meaningful ways to do that.

4. Two Site issues (Picken). The North Site Task Force report was presented at the last Council meeting.

B. Report/Update on ongoing issues.

1. Personnel Matters. John Dougherty in serving as Interim NS music director. The Worship Ministry Team will investigate potential candidates for this position.

2. Sexuality. No update.

C. Capital Campaign follow-up.

1. No update.

D. Council officer nominations and elections/Nominating Committee.

1. A motion was made and seconded to accept the Resolution outlining the election of officers for the Executive Committee. The officers for the next year will be elected prior to the Annual Meeting.

VIII. New Business.

A. 2010 Budget. John Zweig presented a first draft of the 2010 Budget and asked for a special meeting to be held in executive session to be called in January to discuss staff costs further.

B. Budget Meeting scheduled for January 5, 2010.

C. Official Acts. Not available.

IX. Adjourn: A motion was made and seconded to adjourn the meeting. Motion passed unanimously.

Closing Prayer: The Lord's Prayer

Submitted by: Amy Henderson

Pastor Mary Bauer
Pastoral Report, FELC Council
Tuesday, December 15, 2009

Focus for November/December

- Wednesday worship: Thanksgiving Eve & Day services
- Confirmation: teaching large group for 10 Commandments.
- NS worship: Begin working with John Dougherty as interim NS music leader
- NS task force: Incorporate introduction to task force report into January newsletter
- Continue the noon study on Matthew.
- Participated in first Colleague support group
- Outreach & Social Ministry: Did opening prayer at ESTHER banquet
- Preaching three week sermon series on the church from the book "So Beautiful" by Leonard Sweet. (Moving from an Attractional, Propositional, Colonial church to a Missional, Relational, Incarnational church)
- Wedding

Focus for December/January

- Confirmation: Done with Large Group teaching. Hopefully begin visiting small groups and sr. high group.
- NS Worship: Meet with John Dougherty & Emily Larson to choose music for Epiphany
- Outreach & Social Ministry: Begin work on Warming Shelter set for February
- Worship: work with Melissa and Mike on an Epiphany focus and finalize the Lenten focus for the year.
- Do visitation of 1/3 of the shut-ins.

December Council Report - Pastor Mike Dimer

December

- small group leader for 9th grade confirmation class
- funeral for James Brunette (father of members)
- finish planning for Christmas worship services
- continue planning for Epiphany and Lent
- begin planning with the graduating high school seniors who will be the preachers after Easter
- continue helping two of our young people learn Greek in preparation for their future seminary training

January, 2010

- finish planning for Epiphany and Lent and Easter
- continue working with the high school seniors who will preach after Easter
- small group leader for 9th grade confirmation
- long range planning for worship with Melissa and Mary

A blessed Advent and Christmas to you and your family. Thank you for serving in and through First English. Pastor Mike

Leadership Model Task Force

FELC Council

Report to the Council, December 1, 2009 (Revised December 22, 2009)

Recommendation #1- Change the title of the Lead Pastor to Senior Pastor.

We believe the title Senior Pastor is more appropriate for the position and the congregation will relate better to the role. They see the Senior Pastor as the leader among pastors but remaining as one of the pastors. (The current Associate Pastors should be titled as "Pastors.")

Recommendation #2- Senior Pastor Job Description

Approve the attached Senior Pastor position description with the title change and the addition of "Compassion" to the Core Competencies. (The addition of Compassion was discussed at a previous Council meeting but we can find no evidence that it received final approval.)

Recommendation #3- Hiring and Firing

The Senior Pastor will take the lead in hiring, disciplining and firing of the staff. The Executive Committee will be given the role of providing the Senior Pastor support in responding to personnel issues. The Executive Committee will develop protocols that will govern staff hiring and disciplinary action for approval by the Council. The Senior Pastor will have final authority on staff hiring with input from the appropriate ministry team. The Senior Pastor will have final authority on terminating staff members whose status is not governed by the Constitution and By-Laws. The Senior Pastor should normally coordinate staff firings with the Executive Committee as a checks and balance to preclude wrongful terminations. All terminations will be reported to the Council in executive session. The Council and its members will not interfere with appropriate actions by the Senior Pastor and the Executive Committee.

Recommendation #4- Ministry Evaluation

We recommend that evaluation of our ministry take place yearly as part of a planning and review process. The Council and the Senior Pastor should be required to develop objectives and strategies prior to the beginning of a new church fiscal year to guide the ministry of FELC. These should be communicated to the congregation prior to the annual meeting. The Council's and the Senior Pastor's objectives and strategies should be coordinated and congruent with the overall direction of the church. As a part of the next year's planning, the Council and the Senior Pastor will review the current year and report to the congregation the successes, the lessons learned, and the opportunities for improvement. These should form a basis for the next year's planning. The Senior Pastor will guide the Pastors and staff to develop personal objectives and strategies that support approved church programs and strategies.

FIRST ENGLISH LUTHERAN CHURCH

POSITION DESCRIPTION

SENIOR PASTOR

Position Summary

The Congregation Council, in collaboration with the Senior Pastor, seeks God's direction to provide a clear vision for the congregation and the means necessary to fulfill this vision. The **Senior Pastor** is responsible to articulate the vision of a healthy, biblically functioning community of believers in Christ. The **Senior Pastor** then leads, motivates, and equips staff and lay leaders to help the rest of the congregation achieve this vision. This is accomplished by developing ministries that align with FELC's mission, vision, values and purposes.

The **Senior Pastor** preaches and teaches with personal authenticity. Applying God's Word, the **Senior Pastor** exhorts the congregation individually and corporately, to fulfill the Holy Spirit's call in their daily lives.

Relationships

FELC is governed by the meeting of the Congregation with the Congregation Council providing leadership and guidance between meetings. The **Senior Pastor** is directly accountable to the Congregation and to the Council. The governing structure of FELC is designed to allow the **Senior Pastor** the freedom to lead effectively and creatively within the boundaries set by the Council and the Congregation. The **Senior Pastor** with the Council bear the primary responsibility for communicating and executing the vision of FELC.

The **Senior Pastor** leads the pastors and the program leaders and provides leadership to the staff through the program leaders. In supervising the other pastors, the expectation of the **Senior Pastor** is to create a collegial and collaborative pastoral team. The **Senior Pastor** will work with the other pastors and staff to encourage the Ministry Teams to fulfill FELC's mission and vision.

Primary Responsibilities

The **Senior Pastor's** primary ministry responsibility will be preaching, leading worship and teaching. The **Senior Pastor** will be assisted by staff pastors and staff and volunteer program managers. Together they will lead, motivate, and equip staff and lay leaders to carry out the vision of FELC

Walk with God Consistently and Passionately

The Senior Pastor is a person of prayer who approaches all ministry opportunities with faith believing God's plan in Christ is always greater than ours and paying careful attention to personal life, character,

conduct, and attitude of the heart.

Discern, Communicate, and Implement Vision Effectively

The Council, in collaboration with the Senior Pastor, is responsible for a continuing conversation about the vision for FELC. The Senior Pastor regularly communicates the mission, vision, values and purposes of FELC to the congregation, ministry teams, and leadership groups. By using varying communication channels the Senior Pastor inspires and motivates people to personally “own” the core values and mission of FELC. The Senior Pastor is involved in the community, networking with other leaders on religious matters and keeping FELC relevant to the current culture. The Senior Pastor also commits to developing personal gifts as a communicator and leader. The Senior Pastor reads widely to continually expand and deepen a healthy Christian world view.

Preach the Word Relevantly and Effectively

The Senior Pastor studies and prays over God’s Word in the preparation and delivery of biblical sermons. The Senior Pastor ensures that sermons are biblically centered, relevant in application, and challenging to the listener. By reading and studying the Senior Pastor interprets how best to communicate to a diverse society. The Senior Pastor equips the congregation to care for and reach out to their community.

Strengthen Theological Integrity and Doctrinal Purity

The Senior Pastor protects and strengthens the theological integrity and doctrinal purity of FELC and its ministries within the ELCA Lutheran confessions and FELC mission and vision. The Senior Pastor elevates the importance of godly character in leaders and, along with the Congregation Council, provides training at appropriate levels of spiritual maturity for varying levels of responsibility.

Expectations

1. Provide a creative and committed spiritual leadership and be a team member with proven ability to effectively take God’ directions from the initial idea through completion.
2. Effectively preach and teach the Word of God to a multi-generational, diverse congregation.
3. Be a person of wisdom, maturity, and sound judgment, who uses personal gifts, qualifications and skills to carry out the Senior Pastor responsibilities with diligence.
4. Be accountable to the authority of the ELCA, Synod, Council and Congregation.
5. Discern the gifts of associate pastors, staff and FELC members, and then lift them to the benefit of FELC and the Church at large. Provide inspirational support to the development of pastoral and lay staff.

6. Interpret and lead change.
7. Motivate and develop the congregation to be a “mission outpost” within the Discipleship model.
8. Lead development and communication of a vision in concert with the Council.
9. Promote and lead spiritual transformation of church members.
10. Provide leadership for high-quality, relevant worship experiences.
11. Identify, develop and support lay leaders.
12. Build, inspire, and lead a “team” of both staff and volunteers.
13. Manage conflict effectively.
14. Navigate successfully the world of technology in the growth of the church.
15. Be a lifelong learner.

Core Competencies

Compassion: Genuinely care about people; is concerned about their work and nonwork problems; is available and ready to help; is sympathetic to the plight of others not as fortunate; demonstrates real empathy with the joys and pains of others.

Organizing. Can gather and organize resources (people, funding, material, support) to get things done; can orchestrate multiple activities at once to accomplish a goal; can use resources effectively and efficiently.

Planning. Accurately assesses the length and difficulty of a project; sets objectives and goals; breaks down work into process steps; develops schedules and task/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals; evaluates results.

Managing Vision and Purpose. Articulates and supports the vision and mission of First English Lutheran Church; communicates compelling and inspired vision for ministry; talks beyond the here and now to a large sense of purpose; creates a compelling vision of possibility, hope and optimism; helps others to own the vision.

Developing Volunteers. Is able to identify raw talent and recruit capable people into positions of responsibility; provides challenging and stretching tasks and assignments for other to do; delegates appropriately; builds people up; maintains open and active dialogue with volunteers; communicates expectations clearly and holds people accountable.

Managing conflict. Deals with problems quickly and directly; steps up to conflicts, seeing them as opportunities; reads situations quickly; focuses when listening; settles disputes collaboratively and equitably; finds common ground and gets cooperation.

Interpersonal relationships. Relates well to all kinds of people, inside and out of the congregation; builds appropriate rapport; builds effective and constructive relationships; uses diplomacy and tact; is regarded as a team player.

Trust and integrity. Is widely trusted; seen as direct and truthful; keeps confidences; admits mistakes; adheres to an appropriate and effective set of core values during good and bad times; acts in line with values; practices as preaches.

Motivating Others. Creates a climate in which people want to do their best; can motivate many different individuals and groups; empowers others; shares ownership and visibility; makes each participant feel valued.

One-way street mindset - inward to outward vision focus

(The "one-way street" mindset can be described as a "spa mentality"; "what's in it for me?"; an inward vision focus.)

Recommendations:

1. Find a way to communicate & celebrate the ministries we do & talk about the impacts they have. Numbers can make a great impact so try to quantify & communicate in people terms, like lives touched, or numbers of quilts made, school kits assembled, etc.
2. Engage people in ministries so it's not just writing checks. Provide structure, communication, opportunities, etc. Also, be sure our young people are involved.
3. Discover ministry themes or organize around Christ's call to us. Communicate and manage that way - what are we doing to reach out to the poor? to the sick? to the vulnerable? in our community? in the world? etc.
4. Use the Spiritual Gifts Inventory as a tool to engage people with their gifts and in their passions. Encourage all new members to participate. It would be very important though that it be constantly managed and followed up on. It wouldn't serve us well to go through the process to gather the information and then never call on people.
5. Embrace the concept that "there is more than one right answer". This can be done by finding points of agreement rather than picking points of disagreement.
6. Focus on helping others rather than helping ourselves. Turn our focus away from our personal needs/wants to helping others who are less fortunate. This can be done by members participating in team projects to help others (ie service projects, painting parties, tailgate fundraisers).
 - Christmas mitten tree
 - Taking an extra collection during the service earmarked for the "Good Samaritan Fund". People could share an extra dollar or two and then that money would be used later to help individuals with emergency situations identified by pastors throughout the year.
 - Earmarking a particular month of the year for a certain food type that the local food pantries could use, i.e. peanut butter month.
 - Fill the trailer Sunday for food pantry items
 - We used to help support a particular day-care that was serving single working parents or very low-income working parents by providing inexpensive day-care costs and other support like diapers and food for the children.
 - Providing help for the community Warming Shelter.
 - Christmas caroling for the shut ins or people in nursing homes.
 - Special friends program - members of the congregation "adopt" a homebound person and visits with them on a regular basis.
7. Encourage those with rigid mindsets to answer the question, "What would Jesus do in this situation?"
8. Challenge ourselves to look for the positive and celebrate even our smallest successes?

NOTE: There is a strong danger that our current budget issues could turn our focus inward and we need to be fully aware of that and guard against it.

Trust, Resistance to Change, Triangulation

Background of the issue: How long has this been an issue? What created the issue? How widespread is the issue? What tangible problems have resulted from this issue?

Cause: What is the root cause?

Corrective action: What has been done to correct the issue? What is planned? Who has the ball? Are they empowered and do they have the resources they need?

Background of the Issue:

These exist in all organizations to some degree. When did this escalate to become one of FELC's top obstacles?

The time of Chris and Will was a long, consistent, stable period. Pastoral leadership was strong and dominant. Significant issues were managed quietly and privately. The general rate of change was relatively low, and major change did not occur on multiple fronts. The North Site was a minority of the attending members and lay leadership. Warm personal contact from the pastors was felt by most members looking for that type of church relationship. Result: These issues were minimized.

During the interim period the focus is on calling a new pastor and otherwise addressing only those issues that must be addressed. Change was either minimal or viewed as temporary.

During the time of Pastor Detweiler, the amount of change began to escalate as new ideas advanced relatively quickly. The North Site was growing and becoming more equal in stature to Downtown. The people and pastors knew each much less. Pastor Detweiler's style made some key people uncomfortable. The way of getting things done and knowing what was happening had changed. Staff, council, and members with common dissenting views began to seek each other out. Council actions didn't adequately curb the momentum. Pastor Dave was popular and his departure added further insecurity and doubt about the future. When Pastor Detweiler resigned, the problem escalated again since most didn't see it coming and felt it was the result of the actions of a few. Now the silent and content group of members became confused and had doubts about FELC. Result: Resistance to change, Triangulation, Lack of Trust.

Cause(s):

- Increased rate of change
- Progress on the new leadership model
- Midwestern culture of high expectations and indirect communication style
- Email technology
- The North Campus grew
- Church leadership is spread across both sites
- Staff conduct in reaction to the change

- Council failed to recognize the seriousness and the need to confront the issue more aggressively and directly
- More lay involvement in decision-making and the adoption of the Ministry Team model had the effect of making decision-making “messier,” as there was no longer a single “go to” person for issues relating to FELC.
- Differences in members’ expectations for the role of a lead pastor.

Corrective Action:

Listening posts, although controversial, were designed to draw out feelings otherwise held underground.

Principles of Conduct for Council Members and the Leadership Covenant of Conduct were adopted and published in February 2009 and communicated to staff and leaders. Many examples of it being put into practice can be found in member and staff settings.

Open council meetings, observers routinely attend

Consistent and open and process for publishing council meeting notes

The organization’s reporting relationships were reviewed, reworked, and charted. Position descriptions were developed and adopted.

The personnel committee was reinstated.

Executive committee members began to work directly with staff on a weekly basis following the departure of Pastor Detweiler.

A communication task force was organized and completed work in late 2009.

A task force aimed at clarifying the vision for the North Site was organized and completed work in late 2009.

Staff personnel issues have been addressed, not overlooked

The call committee selection process was widely communicated, and the committee selection process was extremely rigorous

Based on ground swell from the members, the council decided to forego calling an interim pastor – a great example of being in touch and listening

Recent sermons specifically provide helpful teaching aimed at helping us recognize and improve our deficiencies in these areas.

Task force underway to clarify FELC’s desired leadership model

Resolution

We, the members of First English Lutheran (FELC) Church Council do hereby resolve the following:

Whereas FELC has no current formal process to elect officers of the congregation on an annual basis, and

Whereas the Communication Task Force has recommended that we develop processes that promotes transparency to the membership, and

Whereas the Council desires to develop an election process that defines who, when, and how Council Members can be elected as officers of the congregation , and

Whereas strong and dedicated leadership is needed for any organization to be viable, visionary, and progressive, and

Whereas the commitment to serve for both the FELC Church Council and as an officer of the congregation, the FELC Executive Committee is important for our future success of FELC, and

Whereas FELC Council members need to reaffirm their commitment to continue their service on an annual basis for our continued success,

Therefore be it resolved that the Church Council members of FELC gathered here today believe that by establishing a formal process, opening the lines of communication and providing transparency to our members and furthermore let it be known to all gathered here today that we deeply Love and Care for FELC and it's members, the following process to elect our Executive Committee Officers on an annual basis be hereby adopted immediately,

- I. FELC Council Members in good standing who are interested in serving as an officer of the congregation in the capacity on the FELC Executive Committee may be nominated by another council member, or may be self-nominated.
- II. Nominations may start as early as November, elections of the Officers of the Executive Committee members will be on the last official meeting of the Church Year (typically January)
- III. No officer can serve more than two consecutive terms in the same office pursuant to the FELC Constitution and By-Laws
- IV. If a member's term would allow them to continue their service and if they choose to run for a additional term as an officer (in the same or another capacity), they must be re-nominated pursuant to Item #I and declare their willingness to serve
- V. Election of Executive Committee Officers will be that of a majority vote by the Council Members gathered at the Final Meeting.
- VI. If during the course of their term if the individual is unable to fulfill their commitment, nominations will be sought by the President at the next Council Meeting, and a subsequent vote will be taken to fill the vacated position.
- VII. If there are any additional procedural questions, The FELC Council shall refer to Robert's Rules of Order for Parliamentary Procedures.

Therefore, be it further resolved that the members of the FELC Church Council do hereby adopt the aforementioned process to elect our Executive Committee Officers effective immediately.

This Resolution is Moved By: _____

Seconded By: _____