

IOT Report

**affirmations & recommendations as
approved by the connectional table**



Jesus came near and spoke to them, "...go and make disciples of all nations...teaching them to obey everything that I've commanded you. Look, I myself will be with you every day until the end of this present age." (Matthew 28:18-20 CEB)

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The Adaptive Challenge

**To redirect the flow of attention, energy, and resources
to an intense concentration on fostering and sustaining an
increase in the number of vital congregations
effective in
making disciples of Jesus Christ
for the transformation of the world.**

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Remembering the challenge from The *Call to Action Team*

1. For a minimum of ten years, starting in January 2011, use the drivers of vital congregations as initial areas of attention for sustained and intense concentration on building effective practices in local churches.
2. Dramatically reform the clergy leadership development, deployment, evaluation, and accountability systems.
3. Collect, report, review and act on statistical information that measures progress in key performance areas to learn and adjust our approaches to leadership, policies, and the use of human and financial resources.

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Remembering the challenge from The *Call to Action Team*

4. Reform the Council of Bishops, with the active bishops assuming (1) responsibility and public accountability for improving results in attendance, professions of faith, baptisms, participation in servant/mission ministries, benevolent giving, and lowering the average age of participants in local church life; and (2) establishing a new culture of accountability throughout the church.
5. Consolidate program and administrative agencies, align their work and resources with the priorities of the church and the decade-long commitment to build vital congregations, and reconstitute them with much smaller competency-based boards of directors in order to overcome current lack of alignment, diffused and redundant activity, and higher than necessary expense due to independent structures.

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AFFIRMATION #1

Performance of Clergy

- Adopt updated performance qualities and vital indicators for clergy
- Bishops lead in requiring that assessments are used consistently in every annual conference on an annual basis
- Focus training and continuing education efforts to enhance performance of new and experienced clergy in relevant competencies based on assessments
- Appointments should be made based on proven performance and potential for achieving the desired outcomes

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AFFIRMATION #2

Performance of Bishops

- Adopt performance qualities and vital indicators for bishops, addressing both spiritual leadership and temporal oversight
- Jurisdictional Committees on Episcopacy and Area Committees on Episcopacy lead in implementing annual assessments with results sent to COB

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AFFIRMATION #3 – SUPPORT ESTABLISHMENT of Bishop without residential assignment

- Provide for a bishop without residential assignment to guide the work of adaptive challenge in the UMC
- Continue to work with the Council of Bishops to shape the role of the bishop without residential assignment who will support and assist residential bishops in working on the adaptive challenge
- This bishop will chair the General Council for Strategy and Oversight and serve as an ex-officio member without vote of the Board of Directors

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AFFIRMATION #4 Role of Seminaries

- COB and appropriate general church offices shall work with seminary leadership to identify and develop curriculum requirements for seminaries as well as clarify expectations, measure performance, and tie funding to the outcomes

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Recommendation #1

Guaranteed Appointment of Clergy

- We must make necessary changes in policy and practice to allow for a just, reasonable, and compassionate process that provides for the transition of low performing clergy from the itinerancy. Therefore, the Connectional Table supports legislation for policy changes which improve the process for transitioning pastors. If such legislation is not submitted for 2012 General Conference by another agency, CT will submit legislation asking General Conference to appoint a team to study and report to the 2016 General Conference a process for transitioning clergy that best serves congregations, clergy and the denomination.
- (NOTE: Following the July 2011 meeting of the CT, word arrived that legislation on this matter will be submitted to the 2012 General Conference by the Ministry Study Commission.)

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Recommendation #2

agency realignment

To provide the best possible environment for focus on vital congregations and collaboration between agencies and local congregations, we should realign most agency functions with an emphasis on blending key competencies.

- Affirm the direction of GCCUIC becoming an office in the COB
- 9 other agencies consolidate as the Center for Connectional Mission and Ministry under one Board of Directors comprised of 15 people and elected by the General Council for Strategy and Oversight. The General Council for Strategy and Oversight shall be composed of 45 people who represent the diversity and inclusiveness of the UMC (see next two slides for more information).
- The Center for Connectional Mission & Ministry will be led by an Executive General Secretary elected by the Board of Directors.

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Recommendation #2 agency realignment

- The staff functions of the current 9 agencies would be reconfigured into four offices focused on the adaptive challenge and other key assignments along with a fifth Office of Shared Services.
- The complete consolidation would be achieved as soon as feasible and no later than the end of 2014.
- Recommend that legislation be drafted that allows annual conferences the flexibility to align with the general church structure and/or organize based on each conference's contextual needs.

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General agency functions *phase 1*

General Council for Strategy and Oversight – 45 members, constituency-based, meets annually, elected by jurisdictional and central conferences. Elects Board of Directors. Chaired by Bishop without residential assignment. Accountable to General Conference.

Board of Directors – 15 members, competency-based, meets at least quarterly. Accountable to General Council for Strategy and Oversight.

United Methodist Center for Connectional Mission and Ministry – Led by an Executive General Secretary. Composed of current agency staff and functions. Most current agencies will continue operations for a time with staff officers reporting to the Executive General Secretary effective January 1, 2013.

GBOPHB and UMPH will continue with current boards & staff configurations; GCCUIC functions will move to office of the Council of Bishops.

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General agency functions *Phase 2*

Transition to new blended organization to be completed by end of 2014

Office of Shared Services

- Several departments will make-up the Office of Shared Services performing essential functions of GCFA, UMCOM, & GCAH, and additional functions as needed to serve the UM Center for Connectional Mission and Ministry and other parts of the UMC.

Office of Congregational Vitality

- *New Places for New People*, essential functions of GBOD and DMYP, and other related functions.

Office of Leadership Excellence

- *Developing Leaders*, essential functions of GBHEM and Ministry of the Laity, and other related functions.

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General agency functions *Phase 2*

Transition to new blended organization to be completed by end of 2014

Office of Missional Engagement

- *Global Health*, essential functions of GBGM, and other related functions.

Office of Justice and Reconciliation

- *Ministry with the Poor*, essential functions of GBCS, GCORR, & GCSRW, and other related functions.

Ultimate placement of discrete functions currently performed by the agencies will be determined by the Governing Board. UMW and UMM continue as membership organizations (agencies who raise at least 80% of their own funds based on membership dues or fees.)

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Recommendation #3 **UmpH & gbophb**

Both the UM Publishing House and the General Board of Pensions and Health Benefits earn revenue for products or services and operate in highly competitive markets. To provide the best possible services in these markets requires immense investment in technology, nimbleness to quickly react to market changes, and ability to compete with comparable business ventures. Therefore, we recommend:

- Formation of a special study task group with expertise specifically related to the publishing and/or pension investment and health care industries appointed jointly by the Board of Directors and the Council of Bishops. Their assignment is to review the organizational structures and business models with the Boards of UMPH and GBOPHB to determine the optimal structures that will allow each to best serve the church and their respective missions while remaining viable and self funding. The study group would be free to utilize professional consultants, if necessary, to complete their work and make their reports and any recommendations by the end of 2013.
- The GBOPHB and UMPH boards will remain at their current sizes pending a review of best governance practices as a part of the planned study.

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Recommendation #4 **apportionment allocation**

The General Conference shall authorize the Board of Directors of the United Methodist Center for Connectional Mission and Ministry to study during the 2013-2016 quadrennium the most effective ways to fulfill the mission of the UMC including programs and spending at all levels of the church.

The goal is to achieve in the most effective and economical manner the directives of the General Conference and pursue the adaptive challenge in ways that are thoroughly consistent with our Wesleyan heritage, theology, and United Methodist polity.

The Board shall evaluate spending across the seven general church funds to assess work in order to identify significant opportunities for improved effectiveness and for achieving efficiencies and economies. The Board shall recommend methods and allocations in light of cost-benefit assessments and to support the transition of general agency functions within the administration of the Center for Connectional Mission and Ministry and to support all annual conferences (in both Jurisdictions and Central Conferences).

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Following this assessment and evaluation, the Board of Directors shall recommend for joint approval by the General Council for Strategy and Oversight and the Council of Bishops a plan for reallocation of funding goals for each of the seven general church funds and for redirecting spending plans for a sum up to \$60 million in the 2013- 2016 quadrennium for purposes related to the overall work of the UMC and the adaptive challenge.

- The first \$5 million shall be allocated to young people's lay leadership development, administered through the Division on Ministry with Young People or its successor body.
- The second \$5 million shall be allocated to Central Conference theological education, administered through the GBHEM Global Theological Education Fund or its successor body.
- Additional monies shall be invested for recruiting and training United Methodist ministerial students under the age of 35. A goal is to fund their seminary education at UM seminaries, thus reducing the student debt obligation.
- Additional funds may also be used to pursue the adaptive challenge as determined by the UM Center for Connectional Mission and Ministry Board of Directors, the General Council for Strategy and Oversight, and the Council of Bishops.

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Recommendation #5

denomination-wide financial analysis

We propose that we turn the spotlight on and focus on total spending across the whole of the UMC and begin with careful examination and comparison of annual conference fundraising and spending; analyzing allocations and areas of expense at all levels of the church, looking for best practices and potential for combining activity to reduce costs and giving high visibility to best practices.

- A General Conference task force should be formed to explore data and learning from the recent work of the Church Systems Task Force and the Sustainability Advisory Group and collaborate with appropriate finance offices to collect consistent information for all ACs about their financial practices. The output of this effort will be recommendations during the 2013-2016 quadrennium to resident bishops and others and include strategies for reducing costs and increasing effectiveness.
- This task force will initiate proposals for a more equitable and effective apportionment system across all annual conferences.

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