

VISION 21

Report of the 2001 Committee

May 20, 2000

Dear Friends,

Vision 21 is the fulfillment of a mandate given the Committee on Administration by the General Assembly. That mandate recognized the need for “a strategic plan to set the vision, goals, and programs for the next several years.”

In its wisdom, the Committee on Administration created the 2001 Committee. Bill Johns and Virginia Patterson have provided stellar leadership for the task group which has labored over three years.

The Committee on Administration now forwards **Vision 21** to the larger church, and specifically to the 20th General Assembly. The Assembly as a family of churches will be asked to reflect on the vision for the years ahead. The 21st Assembly, hopefully, will initiate implementation.

Your Moderator and Stated Clerk commend this work to your most serious consideration, being mindful that “without vision, the people perish!”

Your servants,

Dr. James McGuire
Moderator, 19th General Assembly

Dr. Edward Davis
Stated Clerk

Dear Family Members,

March, 2000

Attached is the final report of the 2001 Committee for your reflection and thought.

The mandate of the 14th General Assembly stated:

“that the Assembly instruct the permanent Committee on Administration to develop a strategic plan to set forth the vision, goals and programs of the General Assembly for the next several years. This plan should include goals, programs, activities and priorities for the life of the plan. The proposed plan should be distributed to the presbytery level for information prior to the General Assembly.”

Accordingly, during 1996, the Committee on Administration put into motion this mandate to wit: A committee known as the 2001 Committee was formed to accomplish the '94 mandate. The committee, chaired by Bill Johns, was to be no larger than seven members. The following names were appointed: Wally Hostetter, Sam Jones, Carl Hassel, Virginia Patterson, Jerry Brundle and Joe Schluchter who subsequently resigned from the committee due to time constraints. The Stated Clerk, Ed Davis, resourced the committee.

As you will see from the following report, the Committee has met often and discussions have covered a wide range of topics, ideas and proposals. We would like for you to realize that the proposals attached are a distillation of many, many hours of discussion. To have included proposals reflecting the full scope of our meetings would have produced an unwieldy and unrealistic package that would have been difficult if not impossible for the Assembly to consider, given the time available.

The 2001 Committee, with great respect and admiration, recognizes the major contribution of our mentor and friend, Ed Davis, ex-officio member of the committee, for his historical and spiritual insights that proved to be of great value in our study and work.

We are grateful for the very significant educational and spiritual experience this work has provided each of us on the Committee and our prayer is that the Assembly will enthusiastically receive our work and commit this denomination to a vigorous plan of action for the glory of God.

Respectfully,

RE William Johns, Chair
TE Jerry Brundle
RE Carl Hassel
TE Edward Davis

RE Virginia Patterson, Vice Chair
TE Wally Hostetter, Secretary
RE Sam Jones

2001 Committee

Table of Contents

I.	Introduction to Report.....	3
II.	Planning Process	4
III.	Key Assumptions.....	6
IV.	Who We Are.....	7
V.	Where We Are Going.....	8
VI.	Appendix	
	Organization Charts	
	1990 Design for 2001 Chart	
	(10th General Assembly).....	12
	Proposed Design for 2001 Chart.....	13
	Position Descriptions	
	Stated Clerk.....	14
	Director of Congregational Ministries.....	16
	Director of Stewardship.....	18
	Master Plans	
	National Outreach.....	20
	World Outreach.....	22

INTRODUCTION TO REPORT

This introduction summarizes what is included in each of the sections that will follow.

Planning Process

This section summarizes the process we followed to complete this strategic plan, including specialists, focus, underlying assumptions, and our motivation to serve the entire church.

Key Assumptions

There were many assumptions which directed our study, some were known and expressed, and others were not recognized during the course of our work. The eight key assumptions that had the greatest impact on the direction of our study and the conclusions are stated in this section.

Who We Are

One of the primary tasks in a strategic planning effort is to determine the organizational identity, or what the organization wants to become. This section of the report contains the description of our self-identification. It consists of four parts: (1) **Identity**, who we say we are; (2) **Mission**, what we exist to accomplish; (3) **Vision**, what we would like to become and accomplish; and (4) **Core Values**, those values which define the Evangelical Presbyterian Church.

Where We Are Going

The heart of the strategic plan describes what the Evangelical Presbyterian Church should do, how to do it, and when it will be done. In this plan we identify goals (what the EPC should do), objectives (those quantifiable and measurable targets against which progress can be measured), and strategies (the specific steps to be taken to accomplish the objectives and goals).

Appendix

The appendix contains more detailed and supportive material of the committee's work, including:

1. Office of the General Assembly Organization Chart, adopted by the 10th and 12th General Assemblies.
2. Proposed revision of Design for 2001 Organizational Chart.
3. Position Description for the Stated Clerk (adopted by the 18th General Assembly)
4. Position Description for the Director of Congregational Ministries
5. Position Description for the Director of Stewardship
6. National Outreach Master Plan
7. World Outreach Master Plan

PLANNING PROCESS

Overview

The development of this strategic plan involved considerable effort on the part of the committee, the Stated Clerk, the staff of the Office of the General Assembly, and other resources. The committee of six, plus the Stated Clerk, met on a regular basis for more than three and one-half years. All meetings began with devotions and prayer. We were acutely aware of our responsibility, and our very limited abilities to accomplish what was expected of us. Nevertheless, we believe our efforts were both guided and blessed by the Holy Spirit.

Resource Specialists

Because of the importance of this work to the future of the Evangelical Presbyterian Church, we sought the best thinking and experience to assist us. Lyle Schaller, an internationally recognized expert on church growth and church strategy with other denominations, spent considerable time with the committee. He brought his experience to our discussions. His knowledge of the state of the church in today's changing world, and how the various denominations are seeking to cope with that change, was invaluable to us. In addition to Dr. Schaller, we benefited from the experiences of Rev. Leonard

Hoffman, General Secretary Emeritus of the Christian Reformed Church, and Dr. Charles Dunahoo, Coordinator of Christian Education and Publications of the Presbyterian Church in America.

The Stated Clerk, Edward Davis, provided considerable time, insight, and experience. We also had discussions with the directors of National Outreach, World Outreach, Women's Ministries, Single and Young Adult Ministries. In addition, we met with the chairman of the Task Force on Personnel and with the Office Location Sub-committee.

Focus

The focus was on the history of the Evangelical Presbyterian Church within the Church of Jesus Christ, its distinctives, and what we believe those distinctives should be in the future. Focusing on those things which make the EPC both similar and dissimilar to other denominations helped to identify and assess current issues in the larger church that may provide opportunities or obstacles to growth and unity in the years ahead.

Underlying Assumptions

There were a number of underlying assumptions that were made in conducting this work, most of which are reported elsewhere in this document. There are, however, two assumptions that have uniquely underscored our work from its inception. They are stated here because they set a tone for everything we have done. They are:

1. A primary role of the Office of the General Assembly will increasingly be to resource presbyteries and congregations.
2. The EPC motto, *“In Essentials, Unity; in Non-Essentials, Liberty; In All Things, Charity,”* continues to reflect the value placed on the unity of our family of churches, while enjoying diversity in the non-essential areas of theology and ecclesiology, all sustained and balanced by our love for the Lord and for one another.

Motivation

Our motivation was to serve the entire denomination and all of its parts. It is our hope and prayer that this work, in its entirety, will provide a basis for planning, action, and ministry that will maximize the growth and ministry of the Evangelical Presbyterian Church and the proclamation of the gospel around the world.

KEY ASSUMPTIONS

The Evangelical Presbyterian Church:

1. Is unique within the family of Presbyterian and Reformed churches, and therefore has a purpose in remaining independent from other denominations.
2. Is a family of churches, defined by shared core values, and bonded by the fellowship of the Holy Spirit.
3. Having a Presbyterian form of government, is an organization, interdependent in its parts and mutually accountable. It is, therefore, not an association, movement, or a network. The three organizational entities – congregations, presbyteries, and General Assembly – are mutually accountable.
4. Believes the middle governing body, the presbytery, is essential to historical Presbyterianism, but presbyteries need to become increasingly effective, relevant, and helpful in the life and mission of the church.
5. Is committed to the unchanging truth of God's Word. We will seek to be relevant to the culture in our presentation of the gospel and in our worship, and we will share the gospel of Christ in its historic truth with faithfulness, clarity, and love.
6. Is a confessional church, utilizing the Westminster Standards to describe the system of doctrine taught in Scripture.
7. Is committed to extending the gospel of Christ in and around the world, requiring a growing number of churches, growing congregations, and greater outreach.
8. Is committed to church planting and church revitalization as a mandate which belongs to all its parts without reservation.

WHO WE ARE

Identity

The Evangelical Presbyterian Church is a family of churches, essentially Reformed and Presbyterian, defined by shared core values and bonded by the fellowship of the Holy Spirit.

Mission

To be a people of God living and proclaiming the gospel of Jesus Christ so that lives and cultures are transformed.

“But you are a chosen people, a royal priesthood, a holy nation, a people belonging to God, that you may declare the praises of Him who called you out of darkness into His wonderful light.” (I Peter 2:9)

Vision

We envision a family of 350 churches, by 2010, whose 120,000 members comprise Evangelical Presbyterian congregations in 40 states, and who are faithfully proclaiming the Gospel in accordance with Reformed distinctiveness.

Core Values

The following core values have been prayerfully selected from among many acceptable values as those which best represent what the Evangelical Presbyterian Church values as being essential to its existence. These values are listed in alphabetical order as each is equally valuable to the life of our church.

The Evangelical Presbyterian Church values:

- **Biblical Authority**
Biblical authority as the final authority.
- **Confessional/Theological**
A confessional system of belief that is consistent with the theological positions of the Reformed faith and true to the historical tenets of the Christian faith.
- **Educated Leadership**
A biblically educated leadership among all believers in our family of churches.
- **Evangelism/Missions**
Evangelism as our mission locally, nationally, and internationally.
- **Family/Community**
Our family of churches as best expressing the community of faith intrinsic to the Body of Christ.
- **Growth/Church Planting**
A growing church, spiritually and numerically, which is accomplished through church planting and congregational development.
- **Prayer**
Prayer as the expression of our life in the Spirit and as our primary act of dependence upon God.
- **Presbyterian in Government**
The Presbyterian form of government as the means of governance given our church through which the call of God is best accomplished.

WHERE WE ARE GOING

TARGET CATEGORIES

Achievement of the following goals within these target categories will be some measure of the progress toward fulfilling the mission and vision of the Evangelical Presbyterian Church.

Family Development

Goal:

To encourage and mobilize the individual parts of the body to minister to one another and the larger family, and to encourage those congregations blessed with abundant resources to reach out to those congregations whose needs are great. (I Timothy 5:8)

Objectives:

1. Establish a "Helping Churches Network" constituted of member churches in defined regions, not confined to Presbytery boundaries, whose commitment is to share their resources and experiences in meaningful ways to the extended family.
 - a. Conduct "Pastors' Conferences" bi-annually (2004)
 - Share experiences for mutual inspiration and edification
 - Establish an encouragement network
 - Increase fellowship
 - Identify and educate in areas of ministry needs
 - b. Initiate "Teaching Conferences" (2003)
 - Meet identified needs through various topics
 2. Mobilize a family-wide prayer ministry.
 - Establish an internet prayer chain (2002)
 - Develop a web site for prayer (2002)
 - Appoint a prayer coordinator for each General Assembly (2001)
 3. Encourage the continuing development of the ministers' wives fellowship.
 - Continue development of the coordinating team for the fellowship (2001)
 - Expand the on-line ministry network (2001)
- c. Establish "Small Church Conferences" (2005)
 - Establish a network
 - Resource for ministry
 - d. Identify churches to host Pastors in Residence (PIR) ministries (2004)
- Explore the influence of trending
 - Train in ministry skills

Mission Development

Goal:

To actively extend the kingdom by the presence of the church in cultures, people groups, and places where God gifts the family of churches with vision and opportunity.

Objectives:

1. Implement the **World Outreach Master Plan** as the expressed will of the church. (See the World Outreach Master Plan approved by GA 2000)
 - Develop the financial base for the world mission program.
 - Develop personnel pool for potential missionary appointment.
 - Mobilize mission minded laity for world deployment.
 - Generate a fresh wave of passion in the family for worldwide missions.
2. Implement the **National Outreach Master Plan** as the expressed will of the Church. (See the National Outreach Master Plan approved by GA 2000.)
 - Build a base of pastors and churches who are passionately committed to church planting.
3. Increase the total number of churches by 6% annually.
 - Provide a forum for vision casting and networking to accelerate church planting (2002).
 - Develop the financial base for the national missions program.
 - Challenge each church of 500+ members to plant/mother a new church within the next five years (2005).
 - Challenge each Presbytery to plant a new church within three years (2004).
 - Welcome churches seeking affiliation with the Evangelical Presbyterian Church.
4. Increase church membership/attendance by 5% annually.
 - Challenge each congregation to encourage membership and provide appropriate instruction.
 - Encourage each congregation to provide an assimilation process whereby they introduce the distinctives of the particular church family and the Evangelical Presbyterian Church.
 - Challenge each congregation to aggressively reach out to the unchurched.

Leadership Development

Goal:

To train, mobilize, and nurture the human resources God has given the family for the growth and maturity of the church.

“And his gifts were that some should be apostles, some prophets, some evangelists, some pastors and teachers, for the equipping of the saints, for the work of ministry, for building up the body of Christ.”

(Ephesians 4:11-12)

Objectives:

1. Establish a Ministerial Candidates Assessment Center in partnership with the Ministerial Vocation Committee (2003).
2. Develop and maintain a Ministry Resource Network in partnership with the MVC.
 - Establish a mentoring program for pastors (2003).
 - Develop an interim minister roster and pool (2002).
 - Identify a team of experts who are gifted and skilled to minister to pastors (2002).
 - Develop a program to provide internships for college age, seminarians, and second career candidates (2004) .
 - Create a program to provide nurture, care, and professional development of pastors (2004).
 - Provide opportunities for educational development (2002).
 - Provide a Web based information center (2002).

3. Challenge presbyteries to recognize the value of full-time executive leadership and to plan for its implementation.

- Identify a presbytery willing to engage in a pilot program.
- Define models for presbyteries to study and consider.

Congregational Development

Goal:

To provide resources and services to the presbyteries and churches, to offer encouragement, training, and other helps, in conjunction with the presbyteries, that the whole church may be effective in its total ministry.

(G. 16-22, I)

Objectives:

1. Provide congregations with those services and resources that will enhance their life and ministry.
 - Resource congregations in their various areas of ministry.
 - Make available an on-line resource library.
 - Provide leadership training.
2. Encourage leadership development.
 - Develop and/or offer officer training courses.
 - Offer regional leadership training seminars in cooperation with the Helping Churches Network.

Organizational Development

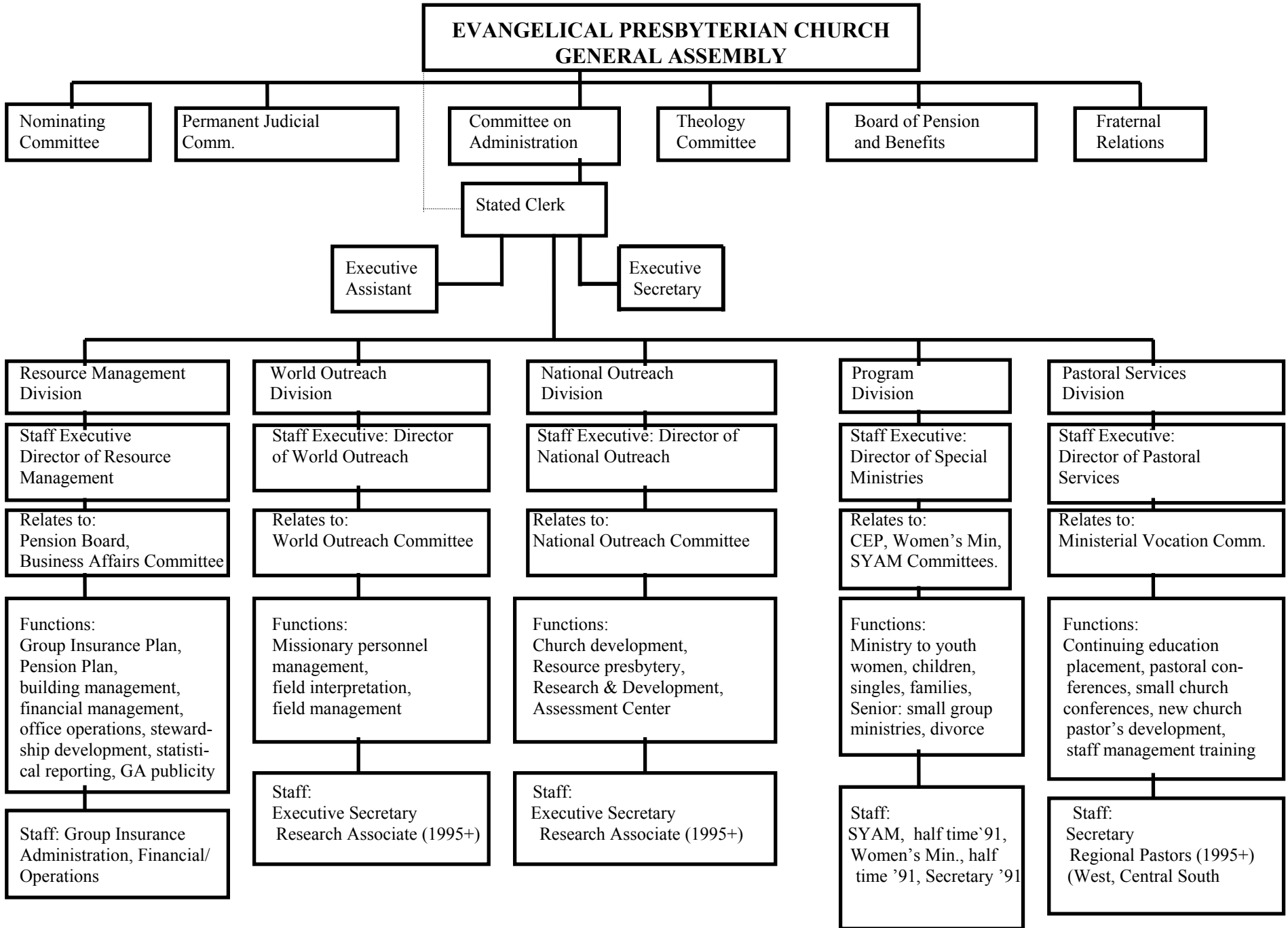
Goal:

To develop the Office of The General Assembly as a resource and service center, increasingly responsive to local congregations, whereby needful experience and resources are available to facilitate the accomplishment of each congregation's mission and programs.

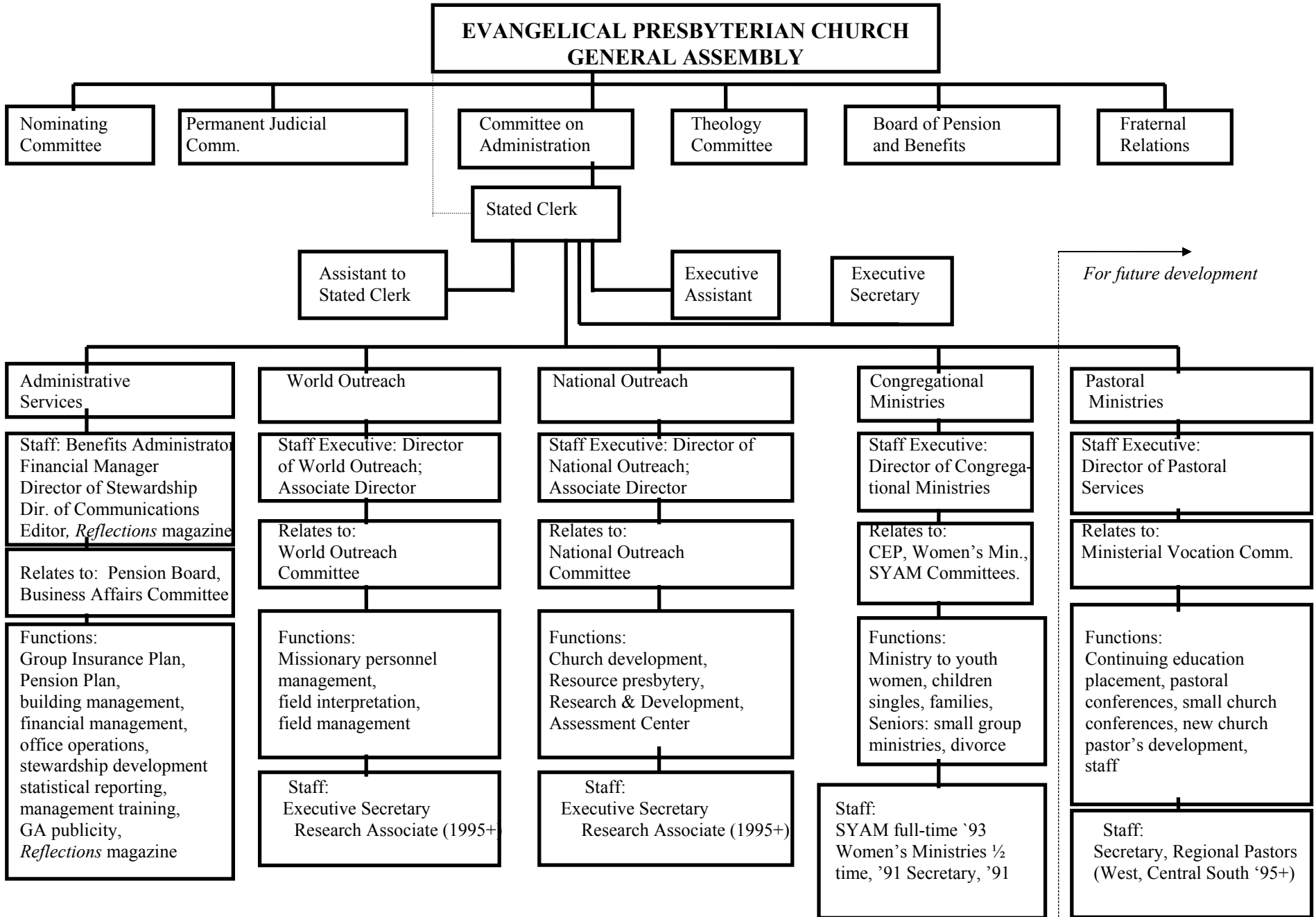
Objectives:

1. Establish a Congregational Ministries Division.
 - Position Description approved by 2001 General Assembly (See appendix.)
 - COA to develop funding plan for approval by 2002 General Assembly
 - Leadership in place (2003)
2. Establish a Stewardship Department. Position Description approved by 2001 General Assembly. (See appendix.)
 - COA develop funding plan for approval by 2001 General Assembly
 - Leadership in place (2002)
3. Enhance the work of WOC and NOC.
 - Provide associate support in each department
 - COA develop funding plan for approval by 2002 General Assembly
 - Leadership in place (2003)
4. Establish an Evangelical Presbyterian Foundation.
 - Appoint Ad Interim Committee (2001) to study and report to General Assembly (2003)

DESIGN FOR 2001 (Adopted 1990)



ORGANIZATIONAL CHART - DESIGN FOR 2001 (Proposed)



STATED CLERK POSITION DESCRIPTION

I. Position Title: Stated Clerk of the General Assembly

II. Date: January 1, 2001

III. Position Summary:

The Stated Clerk is responsible before God for the work of the General Assembly of the Evangelical Presbyterian Church. The Stated Clerk is chief administrative officer of the Office of the General Assembly.

IV. Term:

The Stated Clerk shall be elected by the General Assembly to serve for a definite period as constitutionally defined by the court.

V. Duties:

- A. The general duties and responsibilities of the Stated Clerk are set forth in the *Book of Order and Rules for Assembly*.
- B. The Stated Clerk shall be responsible for interpreting all constitutional matters not specifically referred to a General Assembly committee, in which case the General Assembly, by its response to a committee report, will be the final interpreting authority.
- C. The Stated Clerk shall record all Assembly transactions and preserve these records carefully, and in addition, grant extracts from them whenever properly required. Such extracts shall be evidence to any ecclesiastical court, and to every part of the church.
- D. All notices required by civil and ecclesiastical law shall be prepared and forwarded by the Stated Clerk, who shall also take general charge of the corporate books and records.
- E. The Stated Clerk shall sign such instruments as may be required and perform duties as may be assigned by the Committee on Administration or members of the corporation in General Assembly. The Stated Clerk shall assist the Moderator in the fulfillment of his office.
- F. The Stated Clerk shall be responsible for the oversight of the Financial Manager who is the custodian of the funds and securities belonging to the Corporation. The Stated Clerk shall oversee the receipts deposits and disbursement of such funds by the Financial Manager as directed by the General Assembly. The Stated Clerk shall oversee the accurate accounting of the finances of the Corporation by the Financial Manager.

- G. The Stated Clerk shall resource the work of each permanent committee in keeping with those tasks assigned to it by the General Assembly. Each committee that has its own staff executive shall be resourced by that executive. The Stated Clerk is responsible for coordinating the utilization and distribution of the resources of the Corporation.
- H. The Stated Clerk shall be available as need warrants to represent the denomination to the general public and to the churches. Responsibility for official denominational correspondence with all fraternal persons and bodies shall be that of the Stated Clerk.

VI. Organizational Relationships:

- A. Responsible to: The Stated Clerk is responsible to the General Assembly through immediate accountability to the Committee on Administration.
- B. Responsible for: The Stated Clerk is responsible for all professional and clerical staff persons assigned to the Office of the General Assembly, and to coordinate the work of all.
- C. The Stated Clerk is responsible, through various committees and individuals for planning of goals and activities designed to carry out the mission of the denomination and achieve the results anticipated by the vision statement of the General Assembly.

VII. Evaluation:

The personnel committee of the Committee on Administration shall serve as an evaluation committee for the annual evaluation of the Stated Clerk, and review with the Stated Clerk the evaluation of the General Assembly staff. Committee will report annually to the Administration Committee.

The Evaluation Committee shall be enlarged every third year by two persons for that year only, coinciding with the year of the election of the Stated Clerk. This committee shall provide the Committee on Administration a comprehensive evaluation of the Stated Clerk. The Committee on Administration shall provide this evaluation and a nomination to the General Assembly.

DIRECTOR OF CONGREGATIONAL MINISTRIES POSITION DESCRIPTION

- I. Position Title: Director of Congregational Ministries
- II. Date: To be determined
- III. Position Summary:

The Director of Congregational Ministries is responsible for the planning, administration, and execution of all activities related to the General Assembly's role in supporting and resourcing the ministries of the congregations of the Evangelical Presbyterian Church in order that they might more effectively accomplish their programmatic missions. The division, which the Director of Congregational Ministries oversees, is one of support, service, and assistance, not one of compliance or regulation.
- IV. Term:

The Director of Congregational Ministries shall serve a three-year term which is renewable. The Director will receive an annual performance review and a corresponding annual compensation review.
- V. Duties:
 - A. Recruit, train, and supervise personnel within the Division of Congregational Ministries (DCM).
 - B. Oversee the preparation of the annual DCM budget, in compliance with direction from the Stated Clerk and the COA, and ensure fiscal accountability of the Division.
 - C. Develop a strategic plan and a vision for the programs and ministries of DCM, consistent with the core values, plans, directions, and resources of the GA.
 - D. Develop and provide services to the congregations of the EPC that have real value to those congregations, and which serve to strengthen the family relationships.
 - E. To develop a vision for educational ministries in the EPC, as well as a strategy to implement that vision, in all the congregations who choose to adopt that vision.
 - F. Resource EPC congregations in their various areas of ministry: children, youth, women's and men's ministries, special ministries, and leadership training.

- G. To evaluate educational and other resources, and to make these evaluations and resources available to the congregations.
- H. Design, prepare, and conduct leadership training and other seminars.
- I. Relate to EPC publications that are directed to the congregations.
- J. Communicate the purposes and capabilities of the DCM to the congregations of the EPC
- K. Participate with the church at large and other reformed bodies in the areas of Christian education and congregational ministries, including attendance at national conferences, conventions, and seminars.
- L. Develop a resource library, both physical and on-line, for the benefit of congregations.
- M. Make use of the latest computer and network technology to deliver resources and assistance to congregations at the lowest possible cost.
- N. Fulfill a collegial leadership role at the OGA in conjunction with the directors of the other divisions and with the Stated Clerk.
- O. Participate on various committees and task forces, as requested by and/or approved by the Stated Clerk.

VI. Organizational Relationships:

- A. Responsible to: The Director of Congregational Ministries is responsible to the Committee on Administration through immediate accountability to the Stated Clerk.
- B. Responsible for: The Director of Congregational Ministries is responsible for all professional and clerical personnel within the CMD, including the Director of Women's Ministries and the Director of Student and Young Adult Ministries.
- C. Coordinates with: The Director of Congregational Ministries coordinates with the directors of all other divisions, and with any other ministries, bodies or persons as directed by the Stated Clerk.

DIRECTOR OF STEWARDSHIP

- I. Position Title: Director of Stewardship
- II. Date: To Be Determined
- III. Position Summary:
The Director of Stewardship is responsible for developing a comprehensive stewardship/fundraising program for the Evangelical Presbyterian Church. This responsibility includes establishing goals, objectives, and implementation activities for helping to accomplish the funding goals approved by the General Assembly.
- IV. Term:
The Director of Stewardship shall serve a three-year term, which is renewable. The Director will receive an annual performance review and a corresponding annual compensation review.
- V. Duties:
1. Develop a long-range plan for effective functioning of a comprehensive stewardship/fundraising program, including annual contributions and deferred giving.
 2. Keep up with trends in the fundraising field and be knowledgeable of laws applicable to charitable giving.
 3. Oversee the preparation of an annual budget, in compliance with direction from the COA and the Stated Clerk, and ensure fiscal accountability.
 4. Recruit, train, and supervise any support staff assigned.
 5. Identify and evaluate donor prospects—individuals, corporations, foundations.
 6. Cultivate donors.
 7. Develop an educational program for EPC members that enables them to plan through insurance, securities, and other assets to aid them and the denomination with future resources.
 8. Promote the biblical concept of stewardship among sessions and presbyteries as a means of providing the necessary resources for the expansion of the work of the church.

9. Be available to sessions and presbyteries in communicating stewardship and planned giving opportunities.
10. Oversee gift processing.
11. Produce timely reports of gifts, donations, and statistical data as requested by the Stated Clerk and Finance Committee.
12. Participate on various committees and task forces, as requested by and/or approved by the Stated Clerk.
13. Fulfill a collegial leadership role at the OGA in conjunction with other staff, directors of other divisions, and the Stated Clerk.

VI. Organizational Relationships:

1. Responsible to:
The Director of Stewardship is responsible to the Committee on Administration through the Stated Clerk.
2. Responsible for:
Any assigned support staff.
3. Coordinates with:
Directors and staff of other divisions and any other ministries, bodies or persons as directed by the Stated Clerk.