

Joint Presbytery Staffing Plan

Final Report

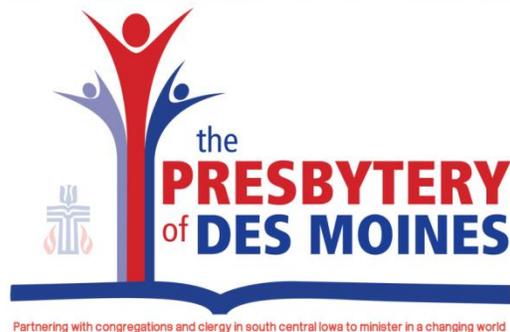
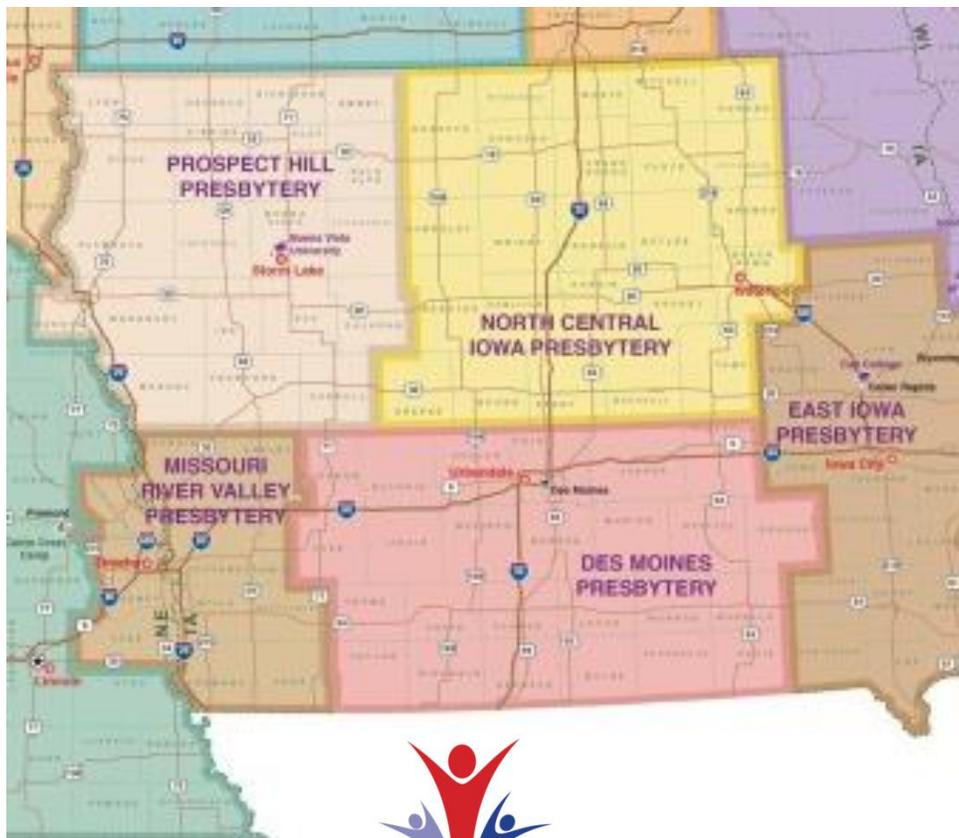


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Participants in the Iowa Conversations

The Presbytery of Des Moines

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Ann Johnson, Teaching Elder, Monroe & Knoxville	Kristen Pike, Stated Clerk & Hartford
Jon Kimple, Ruling Elder, Dallas Center	Sarai Rice, Teaching Elder

The Presbytery of North Central Iowa

Nancy Beenken, Ruling Elder, Mason City	Ian McMullen, Transitional General Presbyter
Sara Hill, Teaching Elder, Fort Dodge	LeAnne Clausen de Montes, Teaching Elder
Kerry Carson, Teaching Elder, Conrad	Beth Ehlers, Commissioned Ruling Elder, Lakeshore Center
David Feltman, Former Pastor to the Presbytery, HR	

The Presbytery of Prospect Hill

Lue Baker, Commissioned Ruling Elder, Wall Lake & Carnarvon	Randy Russom, Teaching Elder, Lake City Union Church
Rebecca Brown, Ruling Elder, Denison	Ian McMullen, Transitional General Presbyter
Bill Crawford, Commissioned Ruling Elder, Odebolt	Rikki Sorenson
Richard Francis, Stated Clerk	

Introduction

The vision

We can do more together than we can individually as faithful witnesses to God in Iowa, and we desire to find a way to share ministry in flexible, permission-giving ways while supporting, encouraging and respecting each other as independent presbyteries. Each presbytery will continue to function independently with their own structures and meetings.

Jesus did not send his disciples out one by one but rather two by two – in ministry teams. The three presbyteries, currently in conversation, bring great gifts to one another – people gifts, financial gifts, other assets, health, mission, policies.

We each don't have to be all things to all people. With a diverse and energetic staff of five people, we will be able to address the ebb and flow of needs that happen in the presbyteries as well as develop efficiencies by having one person, rather than three, attending to certain tasks.

The core values of this proposal

A heart for furthering mission, a passion to see congregations and pastors thrive, the need for a clear administrative leader, and a desire to be good stewards with the resources we have been given.

How did this come to be?

Conversations began about four years ago among Presbyterians in Iowa looking into the future and recognizing that we can't continue to keep doing things the way we have been. Membership numbers in our churches are declining and, when we compared 2006 to 2016 and projected into 2026, we didn't like what we saw. Doing nothing different, we projected that by 2026:

- Des Moines would be down by 35% to 4,256 members in 47 churches;
- North Central Iowa would be down by 25% to 5,146 members in 40 churches; and
- Prospect Hill would be down by 39% to 3,149 members in 32 churches.

Key questions that guided our conversations were:

- Who is God calling us to be?
- How can we be most faithful with our resources?
- How can we best provide support & stability to congregations & leaders?
- How can we set ourselves up in a way that leads toward needed changes?

Scripture parables call us to put our gifts and resources to work rather than burying them so we can return them intact to the Master. Questions we continue to ponder include: Are we willing to “be a community of faith, entrusting (ourselves) to God alone, even at the risk of losing (our) life?” (F-1.0301) Are we about servant leadership or focused just on preserving our own corner of the world? Is God doing something new in our midst? Are we being Re-formed? Is this the “rainy day” for which our Presbytery has been saving money? If we don't use it to benefit our congregations, their leaders and their mission, what will we use it for?

The trend of reducing presbytery staff is resulting in greater isolation, greater stress, more time and resources spent on crises and less on the needs of pastors and congregations.

At a strategic planning retreat, the vision of shared staffing emerged rather unexpectedly and with a deep sense of inspiration. Since that retreat, significant time has been invested in sharing, discussing and refining the model.

Where are we now?

The Iowa Conversations Task Force presents this plan for a vote with the following key convictions:

- God is doing a new thing! And we want to be a part of it!
- Life as we know it has changed. A technical fix will not fully address the issues before us. This is an adaptive issue that requires risk, prayer, courage and creativity as we seek to be faithful leaders in the 21st century Church.
- We believe that “for such a time as this” it is important to:
 - model partnership, rather than isolation;
 - prioritize congregational care and learning, rather than simply put out fires;
 - recognize that we are serving communities, not just churches; and
 - build collegiality and trust, for without them this will not work (Book of Order).

The proposed model: 3 executives and 2 full time administrators

- **Mission Executive:** This person will focus on mission engagement in the state, presbyteries and communities. This includes taking the lead in mission initiatives in Iowa (such as the mental health initiative, rural issues, environmental issues) and coordinating mission opportunities (especially for smaller congregations who may not have enough to do such a trip on their own). Being a resource to Mission Committees of the presbyteries.
- **Pastor to presbyteries:** This person will provide support to pastors and congregations, and Pastor Nominating Committees. The focus is on health and vitality of congregations and leaders so will include peer cohort development and administration, educational events for congregational leaders, reference checks. Being a co-resource to Committees on Ministry (or equivalent), Committees on Preparation for Ministry (or equivalent), congregational Personnel Committees and a primary resource to Pastor Nominating Committees.
- **Administrative Executive:** This person will serve as Stated Clerk to all three presbyteries and as the Head of Staff. They will resource Finance and Property Committees, Nominating Committees, Permanent Judicial Committees, policy matters, and Presbytery meetings. He or she will also co-resource Committees on Ministry (or equivalent), Committees on Preparation for Ministry (or equivalent) and congregational Personnel Committees.
- **Full time Office Administrator:** Supporting the work of committees, Stated Clerk office, and being point of contact for calls from congregations. Support for Administrative Executive.
- **Full time Program and Communications Administrator:** This position will be ½ time program support (support for events and programs from the work of the Pastor to presbyteries and Mission Executive plus support for them). The other half would be spent on communications that connect and communicate with the Iowa Presbyterians (websites, minute for mission pieces, newsletters, etc.). This person will make sure stories are shared from every presbytery.

What do we expect of the staff? (see appendices)

- We expect our staff to be leaders who will help congregations and congregational leaders learn and respond to the challenges of ministry in the 21st century through transformation. There will be annual events that bring people together to be inspired and learn. The priority is that congregations be empowered to serve God in our communities and be faithful in this service. We hope a by-product will be congregational growth in spiritual formation and faithful engagement with people and communities.
- We expect all staff to support the priorities of the individual presbyteries.
- We expect each executive to take initiative and be proactive with the focus of their position description and not just reactive to crises.
- We expect each staff person to be committed to developing healthy communication and engaging support for each other.
- We expect all staff to seek professional support and prioritize wellness and wholeness in their own lives and ministries.

What is the timeline?

- The past few months have provided opportunities to educate everyone on this proposal. It has gone through many transitions and is now ready for consideration.
- Each presbytery will vote on the proposal. Anticipated votes will happen:
 - Des Moines Presbytery: November 12
 - North Central Iowa: November 3
 - Prospect Hill: October 26
- If approved by all presbyteries the elected search committee will convene before Christmas. The positions are ready to be posted once approved by the presbyteries.
- The search committee will bring the candidates for executive positions to each presbytery to approve the call of each.

Presbytery Actions

1. The Presbytery of Des Moines covenants to be a faithful participant with the Presbyteries of North Central Iowa and Prospect Hill to share staff according to the terms in this Final Joint Presbytery Staffing Plan and the Financial Plan for the Staffing Model. This is a seven-year commitment, with annual evaluations, to share a staff of five Full Time Equivalents.
2. Each presbytery will identify and elect three people to serve on the search committee. The search committee will fill all five positions. The Nominating Committee will present a slate of three people and one alternate for your approval at the meeting (at least one of whom has participated in the Iowa Conversations):
3. The presbytery authorizes the establishment of a shared personnel commission composed of three people from each participating presbytery in the Staffing Model (to be elected later).
 - The three people from each presbytery will be elected and commissioned for this service.
 - These participants will serve in rotating three-year terms.
 - Participants can serve two terms or a maximum of six years before being required to rotate off the Commission.
 - Leadership of this commission will rotate among the presbyteries on an annual basis.
 - The Commission will report to each presbytery's leadership council.
 - The Commission will be authorized and expected to have the following responsibilities:
 1. Develop a shared set of personnel policies that will guide the work and offer processes for the staff to use.
 2. Review and support the staff.
 - Conduct initial six-month review of all staff members.
 - Conduct annual review of all staff members for the first year. The Commission will receive the annual reviews of the full-time administrators from the Administration Executive in subsequent years.
 - Mentor the staff, providing support, clarifying responsibilities and answering questions as needed.
 - Discipline staff members as needed, following established policies for addressing issues and concerns that arise.
 - Fire staff members who do not meet performance and/or behavioral expectations using due process as articulated in the adopted personnel policies. In the case of the Administrative Executive, which includes the Stated Clerk role, the Commission will recommend termination and an interim Stated Clerk candidate to each presbytery for action.
4. This presbytery approves the position descriptions in Appendices.

Frequently Asked Questions

Have there been changes to this proposal from what we've seen previously? Yes.

- This proposal is now for seven years, instead of ten. We heard the concern in at least two presbyteries that 10 years seemed to be too long of a commitment.
- We have specifically looked at how we will know this model is working and propose the following ends:
 - An increased sense of connectedness and collegiality within each presbytery;
 - A deeper awareness of what other congregations are doing;
 - A deeper understanding of what it means to be a 21st century Church;
 - An ease in connecting with staff and having questions answered; and
 - A greater awareness of common concerns and how to address them.
- We will evaluate the progress towards these ends in the following ways:
 - An annual survey of Ministers
 - A bi-annual survey of Sessions
 - An annual meeting together of the leadership councils of each presbytery for the sake of relationship building and evaluation
 - With the help of the Synod and research services of the General Assembly, we will develop a survey to assess connection to presbytery, congregational vitality, congregational mission, risk taking, engagement in community, understanding of mission, understanding of stewardship, purpose of presbytery, relationships with pastors, needs in Iowa, impact of Presbyterians in Iowa and sense of relationship with the presbytery. Each presbytery will take a baseline survey in the spring of 2020. The survey will be used annually to assess progress toward goals.
 - Reports on the assessments will be shared with each presbytery on an annual basis.
- After feedback from a number of sources, we have moved Head of Staff responsibilities to the Administrative Executive.

Where will the offices be? How will we know where to call?

- There will be one office where the Full Time Office Administrator will be housed. The rest of the staff will locate themselves and establish home offices so as to be accessible to all three presbyteries.
- There will be one phone number used by all three presbyteries and one person taking your calls who will refer the caller to the appropriate person.

What about the current staff?

- Permanent Staff will be encouraged to apply for one of the new positions. No one will be “grand-mothered” into a new position. Should they not be selected for a permanent position, the presbytery of hire will make arrangements for appropriate compensation based on the presbytery policies.
- Transitional Staff have been hired with the understanding that they will be eligible to apply for one of the permanent positions.

What do we expect of each congregation with this staffing plan?

- They will invite staff to share key events in the life of the congregation. (We do not expect the staff to do regular pulpit supply.)
- They will support their pastors' participation in cohorts and relationship building within the presbytery.
- They will identify congregational members to participate in events of the presbytery.

Why are we making a seven-year commitment?

- The primary answer is that we want to give this time model time to get roots and we want to attract leaders who are willing to build a team that has a long-term commitment to its ministers and congregations. Experts note that meaningful change takes a minimum of three to five years whereas others say it easily takes seven. It will take the staff time to visit and get to know you in order to provide the kind of support that will address the needs you have. Some elements and programs will come easily and quickly. Others have yet to be discerned. The sense of the task force is that constant transition takes away energy from the mission and ministry to which we have been called.

Can we afford it?

- Yes. Each Presbytery's committee responsible for finances has helped to develop and revise the proposed 7-year staffing/office budget. This budget does not touch other key interests of the presbytery. Your mission budget and key committee budgets are left intact. Each new staff member will be working to grow generosity as well.
- How do presbytery finances work? There are essentially three sources of giving and funding.
 - Probably the most well-known is per capita: Per capita is a fundamental way in which all of the nearly 10,000 congregations and mid councils of the Presbyterian Church (U.S.A.) connect, participate and share in the work of the wider church. It has been described as "the glue that unites us, allowing Presbyterians to connect with one another and govern ourselves for the good of the body." (Gradye Parsons) Traditionally, per capita paid for offices, staff, and essential functions like presbytery meetings. Today, most presbytery budgets are unified wherein essential functions and mission are part of a single budget.
 - Mission giving consists of contributions of each congregation to the mission of the presbytery. Presbyteries use these dollars in different ways. Some send them directly to various missions while others use them for presbytery-based programs.
 - Whereas per capita and mission giving come primarily from congregations, the third source of giving/funding are assets that may include designated gifts (memorial gift given to support candidates under care), undesignated gifts, and proceeds from the sale of buildings.
- Up until 2014 the General Assembly gave \$40,000 annually to each presbytery to make sure that they had staff. Since that funding ended, most presbyteries have either cut staff or have used more of mission giving in addition to per capita to pay for their staff. Fortunately, most presbyteries have also maintained a solid sense of supporting mission as well.

How much will it cost? How much will we save?

- We looked at many different models of how to do this – from sharing expenses based on presbytery membership to doing so based on number of churches, from working from overall presbytery budget to financial gifts and resources. After running the numbers in a variety of ways, the finance committees of each presbytery and the task force arrived at a shared financial understanding that starts with current spending of each presbytery for personnel and offices and uses a % of reserves. The proposal includes each presbytery using up to 10% of its reserves over 7 years – averaging 1.4% annually. If the market increases are more than 1.4%, you may not see a decrease in your investments/reserves over these years.
- The current proposal was developed starting with 2019 figures for office and personnel (and not raising it for 2020).
 1. We added 2.5% annually to see what each presbytery probably would spend in the coming years, essentially a cost of living increase.
 2. The proposed staff budget adds a bump up for 2021 (10.6-15%) and then did a 2% cost of living increase annually (instead of 2.5% as projected in #1). This increase allows us to essentially break even with the budget that was developed.
 3. The difference between 1 and 2 over seven years is what you may need to draw from your reserves.
 - Des Moines = 8% of \$2,000,000 reserves = \$161,131
 - North Central Iowa = 9.4% of \$450,000 reserves = \$42,392
 - Prospect Hill = 8.7% of \$752,000 reserves = \$66,010
- An initial additional contribution of \$25,000 from each presbytery will cover the costs of getting offices established (as needed) and the search costs.
- This is not a money-saving plan. In fact, it will cost more. But rather than having three people trying to be all things to all people in each presbytery individually, and three stated clerks doing the same thing in each presbytery office, we expect that the new staff will be engaged with all ministers and communities of service. For churches that are not in crisis, there will be greater opportunities for learning, growing and mission than has been possible under current and previous models.

What might come from this leap of faith?

- We can learn from each other. For example, one of the presbyteries prioritizes mission because they don't want to have more than \$450,000 in reserves so regularly spends earnings that take them above that. Support varies in the presbyteries with some ministers feeling well supported by cohorts of colleagues while others languish in loneliness and discouragement. Sharing ideas and best practices has a lot to offer!
- Others might want to join us! The task force hopes that there will be potential on-ramps for others to learn, grow and faithfully serve God's people alongside us.
- Leaders around the country are watching these conversations to see where they may go as many presbyteries are facing similar circumstances with declining numbers, finances and congregations. What will the new Church look like? What might this project demonstrate?

Presbytery Contributions to the Shared Staffing Model for 2020-2027 Draft 4.0 7/9/2019

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
2018 DM Office and Personnel Expenses	\$243,940									
2018 NCI Office and Personnel Expenses	\$194,300									
2019 PH Office and Personnel Expenses	\$98,800									
		\$537,040								
								Draw from reserves	Estimated Reserves	% of Reserves
								\$161,131	2,000,000	8.0
								\$42,392	450,000	9.4
								\$66,010	752,000	8.7

SCENARIO ONE: Current Budget with 2.5% increase annually from 2021-2027

	2021	2022	2023	2024	2025	2026	2027
Des Moines	\$244,000	\$250,100	\$256,353	\$262,761	\$269,330	\$276,064	\$282,965
North Central	\$194,000	\$198,850	\$203,821	\$208,917	\$214,140	\$219,493	\$224,981
Prospect Hill	\$99,000	\$101,475	\$104,012	\$106,612	\$109,277	\$112,009	\$114,810

SCENARIO TWO: Shared staffing plan 2% annual increase

	2021	2022	2023	2024	2025	2026	2027
Des Moines	\$272,000	\$278,800	\$284,376	\$290,064	\$295,865	\$301,782	\$307,818
North Central	\$204,000	\$208,080	\$212,242	\$216,486	\$220,816	\$225,232	\$229,737
Prospect Hill	\$111,000	\$113,220	\$115,484	\$117,794	\$120,150	\$122,553	\$125,004
Income	\$587,000	\$600,100	\$612,102	\$624,344	\$636,831	\$649,568	\$662,559
Expenses	\$590,450	\$601,122	\$612,428	\$623,968	\$635,747	\$647,770	\$660,041

Budget difference between 2.5% increase and proposed annual contribution

	2021	2022	2023	2024	2025	2026	2027
Des Moines	\$28,000	\$28,700	\$28,024	\$27,302	\$26,534	\$25,718	\$24,853
North Central	\$10,000	\$9,230	\$8,420	\$7,570	\$6,676	\$5,739	\$4,757
Prospect Hill	\$12,000	\$11,745	\$11,473	\$11,182	\$10,872	\$10,544	\$10,194

APPENDIX A: Executive Job Descriptions

Mission Executive

We are excited to post this opening for one of three executives to serve the presbyteries of Des Moines, North Central Iowa and Prospect Hill as a leadership team. For the past three years these presbyteries have been in conversation with one another about changes that are happening at congregational and presbytery levels, how we can be faithful, good stewards with our resources and what kind of structures will provide stability to our congregations and leaders in the coming years. Through these conversations, the values we embrace include:

- a love of the Church and its possibilities,
- a heart for furthering mission,
- a passion to see congregations and pastors thrive,
- the need for a clear administrative leader, and
- a desire to be good stewards with the resources we have been given.

The vision that we can do more together than we can individually and the desire to find a way to share ministry in flexible, permission-giving ways while supporting, encouraging and respecting each other also emerged. In addition, our deliberations included the reality that it can be overwhelming for a single individual working alone in each presbytery (current model), trying or expected to be all things to all people. We envision a team of people, working closely together albeit not all in one location/office. Our hope is that two of these positions (Mission Executive and Pastor to the Presbyteries) will be primarily engaged with each congregation and its leaders rather than in administrative/office work.

We are looking for a team who are willing to step out of the usual boxes and embark on this journey of shared ministry and make a commitment to the team and presbyteries for at least 5-7 years. We value a diversity of skills, experiences, and perspectives and seek to be inclusive in our search process. Women, persons of color, and persons belonging to other underrepresented groups are strongly encouraged to apply.

Position: Mission Executive

Full Time. Year-Round. Salaried Position. Location: To be determined

Purpose: The focus of this position is to further mission engagement in the state, presbyteries congregations and communities.

Accountable to:

- The presbyteries through the joint Personnel Commission. An annual review of performance and compensation will be conducted by the Personnel Commission.
- The Leadership Team of each presbytery as colleagues and partners in ministry.

Responsibilities:

- Furthers mission engagement in the state, presbyteries, congregations, and communities by coordinating shared mission initiatives in Iowa (such as mental health, rural concerns, environmental issues) as well as identifying and coordinating mission opportunities.
- Provides encouragement and support of congregational mission through visits to congregations, sharing of resources, telling the stories of what is happening, and encouraging the leaders.

- Serves as staff resource to the Mission Committees of each presbytery if they have one.
- Encourages, uplifts and supports each member of the Leadership Team and Administrative Staff of the Presbyteries.
- Serves as co-resource the Personnel Committee with other executives.
- Supervises the work of the Program and Communications Administrator in collaboration with the Pastor to the Presbyteries.

Leadership Competencies Desired (in priority order):

1. **Spiritual Maturity:** shows strong personal depth and spiritual grounding; demonstrates integrity by walking the talk and by responding with faithfulness of purpose; is seen by others as trustworthy and authentic; nurtures a rich spiritual life; seeks the wisdom and guidance of appropriate mentors; is able to articulate a clear and consistent theology.
2. **Entrepreneurial:** is a leader who is creative in using resources; identifies opportunities to develop; is willing to take risks, initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.
3. **Initiative:** demonstrates ambition and is highly motivated; is action oriented and full of energy for things seen as challenging; seizes opportunities; pushes self and others to achieve desired results.
4. **Collaboration:** has a natural orientation toward getting people to work together; shares wins and successes; fosters open dialogue; lets people finish and be responsible for their work; creates strong feelings of belonging among group members; is a good judge of talent and can accurately assess the strengths and limitations of others.
5. **Interpersonal Engagement:** displays a consistent ability to build solid relationships of trust and respect inside and outside of the organization; engage people, organizations and partners in developing goals, executing plans, and delivering results; use negotiation skills and adaptability to encourage recognition of joint concerns, collaboration, and to influence the success of outcomes.
6. **Public Communicator:** demonstrates a comfortable ease when speaking in a variety of settings (both small and large groups); is effective in addressing a variety of topics; can get messages across with desired effect.
7. **Motivator:** creates and sustains an organizational culture which permits others to provide the quality of service essential to high performance. Enables others to acquire the tools and support they need to perform well; and influences others toward a spirit of service and meaningful contributions to mission.
8. **Strategy and Vision:** sees ahead clearly, keeping focused on the larger picture; can anticipate future consequences and trends accurately; is future oriented; casts a compelling and inspired vision for a preferred future; sees possibility; crafts breakthrough strategies.
9. **Hopeful:** maintains stability in the moment and hope for the future; provides direction, guidance and faith when describing basic needs; and helps followers to see a way through chaos and complexity.
10. **Bridge Builder:** possesses a certain responsibility for the unity of the organization; works to connect people of different cultures, worldviews and theological positions.

Pastor to the Presbyteries

We are excited to post this opening for one of three executives to serve the presbyteries of Des Moines, North Central Iowa and Prospect Hill as a mission team. For the past three years these presbyteries have been in conversation with one another about changes that are happening at congregational and presbytery levels, how we can be faithful, good stewards with our resources and what kind of structures will provide stability to our congregations and leaders in the coming years. Through these conversations, the values we embrace include:

- a love of the Church and its possibilities,
- a heart for furthering mission,
- a passion to see congregations and pastors thrive,
- the need for a clear administrative leader, and
- a desire to be good stewards with the resources we have been given.

The vision that we can do more together than we can individually and the desire to find a way to share ministry in flexible, permission-giving ways while supporting, encouraging and respecting each other also emerged. In addition, our deliberations included the reality that it can be overwhelming for a single individual working alone in each presbytery (current model), trying or expected to be all things to all people. We envision a team of people, working closely together albeit not all in one location/office. Our hope is that two of these positions (Mission Executive and Pastor to the Presbyteries) will be primarily engaged with each congregation and its leaders rather than in administrative/office work.

We are looking for a team who are willing to step out of the usual boxes and embark on this journey of shared ministry and make a commitment to the team and presbyteries for at least 5-7 years. We value a diversity of skills, experiences, and perspectives and seek to be inclusive in our search process. Women, persons of color, and persons belonging to other underrepresented groups are strongly encouraged to apply. Candidates for this position should be a Presbyterian ruling elder or teaching elder.

Position: Pastor to the Presbyteries

Full Time. Year-Round. Salaried Position. Location: To be determined

Purpose: This position will provide support to pastors and congregations. The focus is on building the health and vitality of the presbyteries' congregations and leaders.

Accountable to:

- The presbyteries through the joint Personnel Commission. An annual review of performance and compensation will be conducted by the Personnel Commission.
- The Leadership Team of each presbytery as colleagues and partners in ministry.

Responsibilities:

- Supports pastors in their ministries through conversation, sharing of resources, pastoral care and prayer. This may include developing and supporting peer cohorts, coordinating shared emergency grants for pastors with the Synod and Board of Pensions, and more.
- Supports congregations as they face the challenges of a changing world and find ways to faithfully serve God in their contexts. This may include educational events for congregational leaders, presence at significant events, sharing resources and ideas with congregational leaders and committees and more.

- Supports upcoming leaders in the church as staff resource for those committees who work with people who are preparing for ministry as a Teaching Elder or Commissioned Pastor.
- Supports congregations in times of transition by working with transitional pastors and being the primary staff resource for Pastor Nominating Committees in collaboration with other executives.
- Encourages, uplifts and supports each member of the Leadership Team and Administrative Staff of the Presbyteries.
- Does executive to executive reference checks.
- Serves as primary staff resource to committees with Committee on Ministry functions.
- Serves as co-resource the Personnel Committee with other executives.
- Collaborates with the Mission Executive who supervises the work of the Program and Communications Administrator.

Leadership Competencies Desired (in priority order):

1. **Spiritual Maturity:** shows strong personal depth and spiritual grounding; demonstrates integrity by walking the talk and by responding with faithfulness of purpose; is seen by others as trustworthy and authentic; nurtures a rich spiritual life; seeks the wisdom and guidance of appropriate mentors; is able to articulate a clear and consistent theology.
2. **Hopeful:** maintains stability in the moment and hope for the future; provides direction, guidance and faith when describing basic needs; and helps followers to see a way through chaos and complexity.
3. **Compassionate:** has the ability to suffer with others; being motivated by others' pain and is called into action as an advocate; is motivated by caring for others while concurrently keeping the organizational goals clearly in focus.
4. **Willingness to Engage Conflict:** steps up to conflicts, seeing them as opportunities; reads situations quickly; good at focused listening; can identify common ground and elicit cooperation from others in crafting mutual solutions.
5. **Interpersonal Engagement:** displays a consistent ability to build solid relationships of trust and respect inside and outside of the organization; engage people, organizations and partners in developing goals, executing plans, and delivering results; use negotiation skills and adaptability to encourage recognition of joint concerns, collaboration, and to influence the success of outcomes.
6. **Contextualization:** has the ability to assess accurately the context, environment, history, relationships and uniqueness of a congregation.
7. **Communicator:** advances the abilities of individuals and the organizations through active listening supported with meaningful oral and written presentation of materials.
8. **Collaboration:** has a natural orientation toward getting people to work together; shares wins and successes; fosters open dialogue; lets people finish and be responsible for their work; creates strong feelings of belonging among group members; is a good judge of talent and can accurately assess the strengths and limitations of others.
9. **Motivator:** creates and sustains an organizational culture which permits others to provide the quality of service essential to high performance. Enables others to acquire the tools and support they need to perform well; and influences others toward a spirit of service and meaningful contributions to mission.
10. **Advisor:** is an individual people turn to for counsel and guidance; provides coaching; expertise for congregations

Administrative Executive

We are excited to post this opening for one of three executives to serve the presbyteries of Des Moines, North Central Iowa and Prospect Hill as a mission team. For the past three years these presbyteries have been in conversation with one another about changes that are happening at congregational and presbytery levels, how we can be faithful, good stewards with our resources and what kind of structures will provide stability to our congregations and leaders in the coming years. Through these conversations, the values we embrace include:

- a love of the Church and its possibilities,
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- the need for a clear administrative leader, and
- a desire to be good stewards with the resources we have been given.

The vision that we can do more together than we can individually and the desire to find a way to share ministry in flexible, permission-giving ways while supporting, encouraging and respecting each other also emerged. In addition, our deliberations included the reality that it can be overwhelming for a single individual working alone in each presbytery (current model), trying or expected to be all things to all people. We envision a team of people, working closely together albeit not all in one location/office. Our hope is that two of these positions (Mission Executive and Pastor to the Presbyteries) will be primarily engaged with each congregation and its leaders rather than in administrative/office work.

We are looking for a team who are willing to step out of the usual boxes and embark on this journey of shared ministry and make a commitment to the team and presbyteries for at least 5-7 years. We value a diversity of skills, experiences, and perspectives and seek to be inclusive in our search process. Women, persons of color, and persons belonging to other underrepresented groups are strongly encouraged to apply. Candidates must be ordained as a Presbyterian ruling elder or teaching elder.

Position: Administrative Executive

Full Time. Year-Round. Salaried Position. Location: To be determined

Purpose: To provide administrative expertise and support to each presbytery as Stated Clerk and staff resource to administrative committees/teams.

Accountable to:

- The presbyteries through the joint Personnel Commission. An annual review of performance and compensation will be conducted by the Personnel Commission.
- The Leadership Team of each presbytery as colleagues and partners in ministry.

Responsibilities:

- Serves as Team Leader. This includes overseeing team building, staff communication, and ensuring strategic presence where needed in the presbyteries.
- Serves as Stated Clerk of the presbyteries of Des Moines, North Central Iowa and Prospect Hill.
- Serves as staff resource to the Finance and Property Committees of each presbytery.
- Serves as staff resource to the Nominating Committees and ensure accurate records of committee members are maintained for each presbytery.
- Coordinates the stated meetings of each presbytery, including at least one shared meeting/year.
- Provides guidance as requested by Leadership Councils and Committees on Ministry (or their equivalent) for their ministry, in collaboration with the other executives.

- Maintains official policies for the presbyteries.
- Encourages, uplifts and supports each member of the Leadership Team and Administrative Staff of the Presbyteries.
- Supervises the Office Administrator.
- Serves as co-resource the Personnel Committee with other executives.

Leadership Competencies Desired (in priority order):

1. **Spiritual Maturity:** shows strong personal depth and spiritual grounding; demonstrates integrity by walking the talk and by responding with faithfulness of purpose; is seen by others as trustworthy and authentic; nurtures a rich spiritual life; seeks the wisdom and guidance of appropriate mentors; is able to articulate a clear and consistent theology.
2. **Decision Making:** makes effective decisions, balancing analysis, wisdom, experience, and judgment; is aware of the long-term implications of choices made; is generally regarded as offering solutions and suggestions that are correct and effective.
3. **Task Manager:** assures that effective controls are developed and maintained to ensure the integrity of the organization; holds self and others accountable for rules and responsibilities, can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget; and monitors and evaluates plans, focuses on results and measures attainment of outcomes.
4. **Externally Aware:** identifies and keeps informed of the polity of the church and/or the organization; stays current with laws, regulations, policies, procedures, trends, and developments both internally and in the larger society.
5. **Collaboration:** has a natural orientation toward getting people to work together; shares wins and successes; fosters open dialogue; lets people finish and be responsible for their work; creates strong feelings of belonging among group members; is a good judge of talent and can accurately assess the strengths and limitations of others.
6. **Financial Manager:** delivers results by maximizing organizational effectiveness and sustainability through the best use of available financial resources; allocates and manages finances transparently; implements strategies to achieve operational efficiencies and value for money; puts in place rigorous and comprehensive financial accounting systems.
7. **Communicator:** advances the abilities of individuals and the organizations through active listening supported with meaningful oral and written presentation of materials.
8. **Willingness to Engage Conflict:** steps up to conflicts, seeing them as opportunities; reads situations quickly; good at focused listening; can identify common ground and elicit cooperation from others in crafting mutual solutions.
9. **Advisor:** is an individual to whom others turn for counsel and guidance; provides coaching; expertise for congregations
10. **Lifelong Learner:** uses every experience in life as a potential tool for growth; one who pursues continuing education; and those who build on strengths and seek assistance to address weaknesses.

APPENDIX A-1: Executive Level Expectations & Benefits

All full-time executive staff will be expected to:

- Use professional resources and processes to facilitate working relationships with other staff.
- Build relationships of trust, accountability and love with leaders throughout the presbyteries.
- Work collaboratively to fulfill the vision and mission of shared ministry among the presbyteries.
- Collaborate with ecumenical and interfaith partners as appropriate to better serve the leaders, congregations and communities of the presbyteries (such as joint events, shared ministries, pastor-sharing agreements, etc.).
- Respond to conflictual situations as determined by the Leadership Team.
- Present a written report at each regularly scheduled meeting of each presbytery and attend at least two in each presbytery each year (advise being present at all presbytery meetings for the first two years).
- Create an atmosphere which promotes Christian values, good staff morale, and a sense of connectionalism within the PC(USA).
- Provide each direct report with a written, annual performance evaluation.
- Grow the generosity of the presbytery's congregations, seeking additional sources of funding to support their mission and ministries.
- Regularly take 1-2 days off/week.

Benefits:

- Vacation 4 weeks (20 work days)
- Continuing Education allowance \$2,000 per year, cumulative over 3 years to \$6,000
- Continuing Education leave 2 weeks, cumulative over 3 years to 6 weeks
- Pension Full
- Travel Expenses as budgeted
- Professional Expenses as budgeted
- Social Security Offset No
- Medical/Dental Supplemental No
- Sabbatical: Yes;
 - Length of leave = 3 months after 6 years of service.) Plan required and approved by Personnel Team at least 6 months in advance of leave.
- Parental leave: Yes.
 - Length of leave 8 weeks with full salary and benefits, timing in relations to delivery date, adoption or guardianship to be negotiated between employee, Leadership Team and Personnel Team. Extension of one (1) week may be negotiated as vacation time or leave without pay. Pension benefits to continue on regular salary basis.
- Moving Expense: Yes (Vouchered up to \$10,000)

To apply: Please send a cover letter, PIF and list of references to Iowa Presbyteries Search, c/o Synod of Lakes and Prairies, 2115 Cliff Drive, Eagan, MN 55122. Position is open until filled. Applications will be processed as they are received.

APPENDIX B: Administrator Job Descriptions

Office Administrator

We are excited to post this opening for one of two administrators to support the mission and ministries of the presbyteries of Des Moines, North Central Iowa and Prospect Hill. For the past three years these presbyteries have been in conversation with one another about around changes that are happening at congregational and presbytery levels, how we can be faithful, good stewards with our resources and what kind of structures will provide stability to our congregations and leaders in the coming years. Through these conversations, the values we embrace include:

- a love of the Church and its possibilities,
- a heart for furthering mission,
- a passion to see congregations and pastors thrive,
- the need for a clear administrative leader, and
- a desire to be good stewards with the resources we have been given.

The vision that we can do more together than we can individually and the desire to find a way to share ministry in flexible, permission-giving ways while supporting, encouraging and respecting each other also emerged. In addition, our deliberations included the reality that it can be overwhelming for a single individual working alone in each presbytery (current model), trying or expected to be all things to all people. We envision a team of people, working closely together albeit not all in one location/office.

Position: Office Administrator

Full Time (typically Monday-Friday). Year-Round. Salaried Position. Location: To be determined.

Purpose: To provide administrative support to the Administrative Executive and the presbyteries' committees.

Accountable to:

- The Administrative Executive and Personnel Commission. An annual review of performance and compensation will be conducted by the Administrative Executive in collaboration with the Personnel Commission.
- The staff team as colleagues and partners in ministry.

Responsibilities:

- Support the work of presbytery committees in ways such as arranging meetings, sending out calls to meetings, keeping files of minutes and updated rosters.
- Maintains the membership database for each presbytery.
- Supports the work of Stated Clerk office in setting up presbytery meetings.
- Serves as the point of contact for calls from congregations.
- Provides support for Administrative Executive as needed.

Program and Communications Administrator

We are excited to post this opening for one of two administrators to support the mission and ministries of the presbyteries of Des Moines, North Central Iowa and Prospect Hill. For the past three years these presbyteries have been in conversation with one another about around changes that are happening at congregational and presbytery levels, how we can be faithful, good stewards with our resources and what kind of structures will provide stability to our congregations and leaders in the coming years. Through these conversations, the values we embrace include:

- a love of the Church and its possibilities,
- a heart for furthering mission,
- a passion to see congregations and pastors thrive,
- the need for a clear administrative leader, and
- a desire to be good stewards with the resources we have been given.

The vision that we can do more together than we can individually and the desire to find a way to share ministry in flexible, permission-giving ways while supporting, encouraging and respecting each other also emerged. In addition, our deliberations included the reality that it can be overwhelming for a single individual working alone in each presbytery (current model), trying or expected to be all things to all people. We envision a team of people, working closely together albeit not all in one location/office.

Position: Program and Communications Administrator

Full Time (typically Monday-Friday). Year-Round. Salaried Position. Location: To be determined

Purpose: To provide administrative support to the Pastor of the Presbyteries and the Mission Executive (half time) and to develop and maintain a communications plan (half time).

Accountable to:

- The Administrative Executive as supervisor, Pastor to the Presbyteries and Mission Executive for program arrangements, and Personnel Commission. An annual review of performance and compensation will be conducted by the Executives in collaboration with the Personnel Commission.
- The staff team as colleagues and partners in ministry.

Responsibilities:

- Provides support for events and programs from the work of the Pastor to Presbyteries and Mission Executive. This will include but is not limited to arranging events, creating marketing materials, setting up registration processes, ordering meals, providing nametags and materials for participants, as well as supporting the planning teams. Program support is anticipated to be about half time.
- Develop communications that connect and communicate with the Iowa Presbyterians (websites, minute for mission pieces, newsletters, etc.) to better tell the stories of how God is working in our midst. Communications is anticipated to be about half time.
- Provides support for the Mission Executive and the Pastor of the Presbyteries to support their ministry as needed and time permits.

APPENDIX B-1: Administrator Expectations & Benefits

All full-time staff will be expected to:

- Work collaboratively to fulfill the vision and mission of shared ministry among the presbyteries.
- Create an atmosphere which promotes Christian values and good staff morale.

Benefits:

Vacation 4 weeks (20 work days)

Continuing Education \$750 annually and 1 week

Pension Full (37.5% of Effective Salary), Medical, Death and Disability

Parental leave Yes; Length of leave 8 weeks with full salary and benefits, timing in relations to delivery date, adoption or guardianship to be negotiated between employee, Leadership Team and Personnel Team. Extension of one (1) week may be negotiated as vacation time or leave without pay. Pension benefits to continue on regular salary basis.

To apply:

Please send a cover letter, resume and list of references to Iowa Presbyteries Search, c/o Synod of Lakes and Prairies, 2115 Cliff Drive, Eagan, MN 55122. Position is open until filled. Applications will be processed as they are received.