

NACCC Transition Team meeting minutes, September 20 – 22, 1911, in Oak Creek, Wisconsin  
A meeting summary is included followed by the detailed minutes.

## MEETING SUMMARY

Team members attending the meeting were appointed by the NACCC Executive Committee including: On going from Strategic Planning Team: Beth Faeth (chair), Michael Chittum, Barbara Mullen, Jim Waechter (Executive Committee Liaison); Division members: Missionary Society, JR McAilley CCD, Jim Owens, DFM, Jodee Lord, CFTS Michael Fales, Youth Commission, Lynn Merkel; At-large members: Gary Zaiser, Seth Jones; Finance Committee: Jeff Dillon; Four staff, Tom Richard, John Carson, Betsey Mauro, Larry Sommers

Work of the Transition Team has been divided into three areas: Year Round Delegate ( headed by Mike Fales), Structure Reorganization (headed by Seth Jones), Service delivery (headed by Michael Chittum)

Year round delegate team has sent application mailings to all churches (we would ask help of all those on the leadership team to make sure churches are appointing their delegates). Responses have started coming in. Tracking is being done and plans being put in place to get to churches who do not respond.

Structure team is developing various charts, the consensus in our meeting last week (of the entire group) is a circle with Christ and his churches at the center with every piece of the organization surrounding and helping churches with their vitality, growth and outreach. What this looks like is now being drafted for discussion. This will likely include a decision tree or process showing how decisions will be made in the future organization.

Service Delivery team is contacting current Divisions, commissions, and committees (including the Executive Committee) are being asked to assess their responsibilities, current and future, to help decide which services go forward. Three tiered approach to services is likely the outcome. Level 1-2-3

Nominating process is also being re-thought, Beth Faeth and Jim Owens are taking on that challenge and will be contacting the two nominating bodies.

Minutes of the meeting will be posted on the NACCC website.

Timeline is being assembled including key dates for information to be sent to Year Round Delegates

## DETAILED MEETING MINUTES

AFTERNOON SESSION – JR McAilley, Jim Waechter, Mike Fales, Jim Owens, Lynn Merkel, Beth Faeth, Seth Jones, Tom Richard, Gary Zaiser, Barbara Mullen, Jeff Dillon

Minutes – Seth Jones

### Agenda Review & Meeting Details

Convene at 8:45am tomorrow – then sub-committee meetings

Larry Sommers will be here tomorrow

Dinner will be at NA office tonight – hope to conclude relatively early

Tomorrow meeting at Fox River Church – Dinner at Gary Z and Barbara's

5:00 – Communion service

### Clarifying our Purpose and Goal Setting

What are we called and what are we charged to do?

Jim Waechter – As we presented to delegates and AM, we purposely didn't put details of implementation into plan. The really hard work would take place after the vote. If we spend time remembering that it is individual churches we are doing this for – that is the goal.

If we had 400 vital churches, we would have a different set of issues. How do we allow that to happen? We have become siloed, so how do we put a structure that lasts together? We need the NA, but we will forget.

Purpose: To create a structure that would help individual Congl. Churches be vital, growing and outreach driven

Lynn Merkel– Look at whole picture and refining what the NA has done and needs to do and what it provides

Tom Richard– Goal: make sure we are constantly getting back to the member churches

We create a pilot set of teams – immediately

Seth Jones– Goal: present a way of implementation to 2012 AM.

Lynn Merkel: Figure out what we are doing

Barbara Mullen: 2012 – people will be looking for interaction between YRDs, NA and member churches. We had better have a lot to say.

Mike Fales: Goal is to demonstrate that the YRDs have been participating. Broad-based and not just a few people making decisions. We are dealing with a change in mindset – helping people understand what the NA is and what it isn't. People says they don't want hierarchy until they need it. Helping people understand what it means to be an association, not a denomination.

Gary Zaiser– Goal: Find out what needs are from churches and pastors

Jim Waechter: Ongoing – the needs are going to be different over time

Get feedback –

### For Annual Meeting 2012

What will delegates vote on for coming year?

Jim Owens: We need a plan to present and implement on July 1, 2012. Volunteers, positions, etc. Nomination

Jim Waechter: My ideal would be that we are already implementing some of this. Not a rigid re-establishment. Components can happen over time.

Jim Owens: Does there need to be a vote? Because if you implement and they vote no, what do you do?

Tom Richard: We need to give them something to see that is in place. So we can affirm these things were sure.

Jim Owens: Is our charter to implement or do we bring our plan to vote on? Do we have the authority to begin making change now?

Discussion about amendments and motion that passed at June 2011 Annual Meeting.

Tom Richard: Lawyers are starting to meet on by-laws and constitution. They are going to look to this team (Trans Team) for what they are going to have to present to EC by February 2012 so they can be sent out by middle of March in order to conform to current by-laws.

Beth Faeth: we need to send a structure to the lawyers?

Tom Richard: Yes.

Lynn Merkel: Vote will be on by-law changes based on what we create.

Tom Richard: Divisions will not go away until 2013.

Beth Faeth: We have until 2013, then?

Tom Richard: I am hoping not. Steve Hoth conversation – I hope we can change the docs and laws and allow implementation plan to go forward.

Retrofit the by-laws to what we are doing, not the other way around.

Beth Faeth: We'll have 3 months to "pilot" new teams and show how they work.

We need a solid nomination strategy for 2012.

Tom Richard: We need to nominate for the 3 areas, NOT the teams. Teams are created by those policy-making groups. Not a matter of by-laws.

Beth Faeth: Nominating structure is dependent on the structure.

**PRIORITY – A new organizational structure ready to implement and staff with appointed volunteers – ALL AGREED**

Beth Faeth: We need to know how many YRDs we have

Lynn Merkel: something like 100% contacted, 50% appointed YRDs

What percentage attend Annual Meeting?

Jim Waechter: Leave to sub-committee

Mike Fales: Will give a strong indication of what constitutes a member church of the NACCC.

Discussion about membership – Executive Committee will be dealing with this in October

Non-participation takes you out of discussion (?)

Tom Richard: Church growth lit: can't bring back people who have been out for more than 2-3 years.

We have had discussion with at least 25% of churches this year.

Our challenge is that we have sold our freedom for a cube of ice. Problem is when we insisted that we have a relationship with the state associations and churches. Church can be related to state association but not national association.

Beth Faeth: Include something about service delivery?

JR McAlily: Give a concept of what Service Delivery means and what it looks like.

Beth Faeth: By the end of our time together, talk about goals and get clear on them.

Communication of our work and progress to NA Churches

We have an article in Congregationalist

How and who?

YRD mailing

Designated place on NACCC website

This is a priority

there is an aura of fear and mistrust

Whose job is it to get this to the website?

After every meeting we decide who will get this to Rebecca.

Nothing goes up on the website unless the chairs/ person in charge gives us the info

Whole transition team – Beth needs to see it/ sub-committee head – sees it before it goes out

Schedules and opportunities for people to participate

WebEx input – webinars for associations.

Youtube videos

Email updates -

5 primary groups – clergy, churches, leadership, delegates and YRDs  
As YRDs are added to list, they will get what they need  
Best and easiest thing to do is to email updates – we should be doing it anyway  
For some it is a bigger deal than it needs to be, but we need to communicate  
Updates in Congregationalist  
Whatever we communicate goes to YRDs first in order to build prestige

Move Nominating Conversation to tomorrow

NA Decision re: John Carson – Tom Richard

Changing realities we are experiencing in association

most denominations – significant cuts across the board. We feel it more because we are smaller.

We are in an unstable economy

Tough investment market

Churches financial condition is reflected in lagging contributions to SMF

Need to make significant reduction in our deficit spending across the board

Need to be better stewards of financial resources – intention is to expand leadership base

Need to expand funding streams – very limited

Need to have vigorous marketing presence

Need to grow in real numbers -

Environment distorts scarcity in midst of God's abundance

Need to keep prayer and praise at forefront

In spring, Tom Richard, John Carson and Betsey Mauro met regarding staffing – no place else to turn except staff. Only option Tom Richard saw was in admin budget. Any significant cut meant 2.5 support staff or 1 executive, neither of which would eliminate deficit.

All staff are face of association.

At time, did not determine position to be cut.

By May, decision was made it would be associate executive.

John was aware of decision before Annual Meeting, which he wanted.

Why didn't we announce at Annual Meeting? No decision had been made. Only made with P&A and Tom Richard. No conversation had been made with John Carson. Had to go back to finance. No formal rec had been made to Executive Committee. Nor did we want discussion of staff reduction to hinder Strategic Plan process – wasn't their responsibility.

Tom Richard would have made the same recommendation had the assembly not voted on Strategic Plan.

We have to turn around our deficit spending if we want to survive. We cannot afford to do it.

Under incredible stress here. Real loss of association and NA office. No question of performance. Task of planning team was to look at ways to create better communication with our churches. We cannot afford the structure we have. Tom Richard was talking about everything, including admin staff. Not a money-saving plan, but a redistribution of monies.

We will see little savings of this plan, for the sake of our churches, not for the staff.

Where do we go?

Staffing is always a concern. John Carson, Tom Richard and Betsey Mauro will be in communication with boards and teams.

What we are doing here is the most important work this association has done in decades.

Ours is to imagine a better way to be an association.

Varn Philbrook is planning 2 conference calls to address how association is moving forward.

Open to questions:

Jim Waechter: On EC, decision was not unanimous. Expressed concerns about timing – puts transition team in a very difficult place. In theory, plan should come forward, *then* staff transition. Wanted to make sure that was clear. Puts us in a very difficult position to explain why there was no discussion at AM.

Barbara Mullen: Speak to the timing – Executive Committee doesn't normally meet until fall?

Tom Richard: EC meets 5-6 times a year. Chair calls meeting beyond that when there are big decisions to be made. Decision was made after Annual Meeting.

Jim Waechter: Was a postponed decision already.

Tom Richard: One of the staffing issues we are facing is, because of this, Susan felt it was a conflict of interest while John is out actively looking, so she withdrew from her position. Now we have to move the piece Susan did, and are talking about moving Marie Steele.

We will staff CCD and Mission Society. We are looking for Director of Development.

I regret we didn't push the DofD 5 years ago.

Discussion about actual value of eliminating John Carson's position. Hiring and adding hours, etc...

Letter did nothing to explain how it helps the \$140G deficit. Just finished Branching Out campaign to keep this going.

Tom Richard: Investors ask for our books, and they are dismayed. We are standing on pins and needles with our investors. How can you sell this, she asks?

Our churches need to take responsibility for their association with us. Most would not operate constantly with a deficit like this at their own church.

Churches don't understand the risk with a decade long deficit budget.

What does it mean *for us*? Concern for our team here. Why now? When we are on the cusp on a brand new thing, now with no understanding what the staffing needs.

Deconstructs confidence in our ability to do what we need to do – no staff support that we are working with. For instance, Mission Society – 3-5 people and no admin staff.

There is somebody that approves deficit budget (EC approves, Finance creates).

Tom Richard: My hope for association is to use any monies to increase our appeal.

How do we deal with accountability, like what John used to do?

Tom Richard: We have to continue that, and we have a fund that supports that work. Have to be persons who are passionate about staying on top of the missions.

### Structural Reorganization

Advisory team is not an appropriate name. Funds cannot be expended by advisory team. The primary teams must be empowered.

Discussion re: size and how EC functions

Structure helps things move and inhibits

Revitalization of State and Regional Associations – how do we get buy in?

Leadership driven

Get all association leaders on one call. What it will mean to them? Response and follow-up

## GIVE THEM SOMETHING TO DO

Key piece is offering State and Regional Associations educational

## GIVE THEM PURPOSE -

Do we run the risk of stepping on someone else's toes? We have a relationship with individual churches – not with the state and regional associations -

Ask and use partnership language?

Where do we get the people?

We have to target them?

Need to look to the older folks who are retired

Do one thing and do it well – we don't want to multitask individual people.

Integrate people in churches with the NACCC

Have to come up with services and programs that our churches want.

Need continuity for some of the positions in the new structure.

Churches that are doing well need to be contributing to help churches in areas they are not

We should be using Congregational Center to its fullest extent

Change is more in how we are related to churches and teams, not necessarily new titles, etc.

How many people are necessary for each team?

3 is not enough – 5 is much better number

Creative/Critical thinking all the time regarding how to better do ministry

EC is driven by policy, mission, money and agenda -

need to do better and more critical thinking

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10am – Transition Team Full Meeting –

## YEAR ROUND DELEGATE Presentation

Shooting for 100% contact with churches – will be a wake up call because we don't know what our true membership really is.

Reply by Oct 15<sup>th</sup>

What happens with churches that don't reply

Sub-committee will contact each state association to contact non-responsive churches

Keeping a paper-trail with contact for every church

YRD does not have to be the voting delegate

but YRD is not a voting member – by-laws can be changed to include YRD

we must utilize YRD to the fullest extent possible otherwise it will fall apart and we will look like fools

Need to have system in place to give and receive information.

Writing a set of guidelines for communications with YRD – streamline way communications take place

Think about YRDs as first point of contact for any information from NACCC

Think about how we communicate certain things with them

Need to explain WHY a thing is happening to everyone *ahead of time*

Who is in charge of communication/YRD/etc as we get into this?

And how will we track communication?

Discussion about process and how Carrie will update/change/notify about changes

Who does the YRD contact when they are sharing information?

Talking about creating a web presence modeled after a news feed

Where else does that information go?

Who is 'us'?

You want an in-house data person to do this. And you need to pay them!

Structure will require STAFF -

Need a gatekeeper, etc.

YRD is also a marketing concern

Spin things in a positive way

We have not thought about the elements with regard to staff

Original idea was trying to get NA information to the individual churches

A matter of framing matters and issues to the individual church

We need to give them something to do -

Responsibility for other committees

Clear outcome from AM – YRD must be included in the process

May be as simple as posting something on web and sending out link

Structural Reorganization

Needs to consider how YRDs are going to be utilized and staffed

Services

Needs to consider resources for YRDs

YRD Goal is 50% response and participation for 100% contact to churches

Letter is being drafted for YRD participation

Desire to take advantage of technology – YouTube, Webinar, Email, FaceBook

SERVICE DELIVERY presentation

3 levels of service

Information broadcasting – needs and compiling resources for people/ internet based  
share worship – vbs – some missions

State and Regional Assoc. - identify people who can help with \_\_\_\_\_

Consultants – conflict mgmt/ etc...

JC, TR and BM to meet to outline some of the consulting things  
including review process – liability issues

Success of Level 1 is highly dependent on Structural Reorganization

Someone dedicated to disseminating information

Biggest issue is quality control – need to have some oversight -

Rec'd – how rec'd –

Staff requirements - \$\$\$\$

Clergy Standing discussion

Disclosure protocol in place  
tied into consultant discussion  
reputation/limited time in position

Level 1 – comments on various offerings – VBS (4 stars, etc...)

How do we find talent in churches?

YRDs would be point of contact for this

Center for Congl Leadership

more lay training for leaders in church

Help churches see this as a ministry

Diana Butler-Bass & Stephen Macchia – characteristics of healthy churches

Concern about dissolving divisions and still guarantee services

churches aren't concerned about where the services are coming from, just that they receive them  
we need to be clear about how this is happening.

What are the different commissions, committees, division

Each division has administrative needs

We need to separate administrative from more general concerns  
(conflict about who is responsible for determining whether Structural Reorganization or Service Delivery are to develop services, etc.)

The intent is not to cut anything

if \$ is designated to CFTS or MS or DFM, for instance, will still go where it is intended  
administration will be determined by consulting, etc. instead of admin determining function

Charges to each division and what they are currently doing  
information needs to get to Service Delivery

STRUCTURAL REORGANIZATION discussion

Self-directed support networking – online, staff involvement minimal

Provide platforms for groups to get together

Challenge is to create something more organic and inclusive – as we think together about council and legal responsibilities – Leadership Council versus Board of Directors

Fiduciary responsibilities and tax exempt status

5 members AND team representation (3 or more) -

Growth, Vitality and Outreach + MS, Youth, CFTS

Broader representation – color, sex, etc.

We can get to some of this – by mix of nominees on EC, and representation on teams

Sensitivity

Concentric circle outward

Churches, then YRDs

Isaiah 25 image (Lynn)

HR piece for tapping volunteers within the churches – how do we do it better than we have?

Facilitator/Coach at the table – tend, encourage, challenge, etc.

Volunteer influences

2 career families are the norm today

long periods of structured serving are no longer the norm

“up to” are the key words

economy

Need to be very intentional about who and how we identify people

Constant education, lack of memory are all the more likely, which means champion, etc. at the table

We want wisdom at the table

Who are the decision-makers?

Discussion about presentation and how we prepare the field for our presentation

Discussion about naming and attachment to things like “Missionary Society”

new people today don't think in terms of 'missions'

“Christian Help”

We are currently settling for what we are receiving -

Let's not play that way as we set up our plan

Discussion about presentation and possibilities of failure going forward

We need to challenge people

We need to look at what is needed and what isn't – do that with integrity  
Let's also not change something for changes sake

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092211 – Trans Team meeting – 9am

Thinking about what is ahead and our work – any moments of clarity?

- Tom Richard – Working non-linearly, from the center out
- John Carson – Put up a big picture and moving forward with hope and faith
- Jim Owens – Going all in
- Jim Waechter – Services as part of the greater whole
- Jeff Dillon – Make it understandable and functional
- Jim Owens – The impact of plan and staff needs; improved tech support
- Gary Zaiser – Structural priority
- Mike Fales – We should err on the side of too much information, not enough
- Beth Faeth – Open communication with EC

To Do List

- Create new structure
  - Visuals and charting without complexity
- Online communication vehicle – responses and exporting
- Needs assessment from current divisions
  - Budget conversation/ Transition budget
- EC – get them into conversation
- Develop decision-making process
  - sensitivity to how we lead vs. management
- **YRD**
- thank you note to new recruits
  - continued contact
  - educational tools and resources
    - need tracking for contact
- **Service Delivery**
  - breakdown the levels of service – Levels 1,2,3 – immediate priority
  - discerning which services are important
  - work with Betsey and define consultant actions and needs
  - Web presence for transition team
  - How are we going to meet and can we learn to meet by web?
  - Set a date for when we will send out something to YRDs about our work
    - per sub-committee

## **TIMELINE**

Things need to be ready by February so the Executive Committee can review and getting info into AM pipeline

Structural Reorganization needs to present something earlier

## SEPT 2011

November 1 <sup>st</sup> –	SR -Transition Team discussion on New Structure YRD – First communication to YRDs TT- Input and feedback for refining
November 15 <sup>th</sup> –	ADMIN - Compendium of purposes and charges for Structure team Division conversations about what is needed and what may not be needed or what no longer serves the charge and purpose of the NACCC
December 1 <sup>st</sup> –	TT- Divisions/Admin will have conversations and pass on information to Transition Team SR - Full team will embrace new structure
January 1 <sup>st</sup> –	YRD/TT – Restructure plan with questions for feedback
February 1 <sup>st</sup> –	SR - Structure to Legal team and EC (budget presented)
March 1 <sup>st</sup> –	Blessing from EC TT-Communication to YRD items for AM TT-Presentation/Visuals/Final Product TT-Information sent out to churches
April –	TT-- Mtg of TT in person (pre-meeting @ Minister's Convocation?)
June 2012 –	Presentation to Annual Meeting

Is it better to inform the divisions what kind of information we are looking for or just do another survey?

Division heads and JC, TR and BM will have conversations

Discussion about how to include YRDs and we need to avoid just posting notes for them to look at

## NEXT MEETING DATES

November 10<sup>th</sup> – 7pm Central; 8pm Eastern

December 8<sup>th</sup> - 7pm Central; 8pm Eastern

January 12<sup>th</sup> - 7pm Central; 8pm Eastern

February 9<sup>th</sup> - 7pm Central; 8pm Eastern

March 8<sup>th</sup> – 7pm Central; 8pm Eastern

April 19-21st – Face to Face in Milwaukee

## NOMINATING COMMITTEE

We need to find out how nominating works now

Beth Faeth (SD), Barbara Mullen (YRD), Jim Owens (SO) will be looking into this

## ANNUAL MEETING

Patti H has requested how much time we need at AM

## REGIONAL AND STATE ASSOCIATIONS

Communication with Associations

Gary is working with WI Associations

Develop presence at fall and spring meetings

TR is talking about calling all the moderators and talk about Plan  
set up an online Moderators gathering

Beth will create a letter to open up communication with Moderators  
JW is presenting to NY Association and will send his presentation around to everyone  
Meeting is in October and will send it out  
GZ – have a good and consistent message  
JC is going to CT and will be in ME in October  
JO will present in FL  
BM will present in Midwest  
Iowa/nebraska – Bill Pierce is moderator – BF will contact  
JC will do ME council  
MA/MT Association – no fall meeting  
MI – meeting is 3<sup>rd</sup> weekend in October  
MACCC – Andrew McKendrie – MidAmerica – no fall meeting  
NH – nothing  
NC – nothing, TR  
NY/NJ – JW will presentation  
OH/WV – Janet Johnson, JC  
WI – no fall meeting – May spring meeting – GZ, JD

#### TASKS

Jim Owen will work with Barbara on web presence  
John Carson and Tom Richard will contact to division leaders about what they will consider re:  
what they do  
Division Liasons in communication with team to figure out what is essential  
Sub-committees are charged to meet as much as needed  
Beth Faeth is available  
Nominating sub-committee will meet  
Jim Waechter will report to Executive Committee