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***DRAFT AME STRATEGIC PLANNING IMPLEMENTATION HANDBOOK  
INTRODUCTION AND PURPOSE OF THIS BOOKLET***

***MESSAGE FROM BISHOPS' COUNCIL***

## Introduction

Strategic planning in and of itself, is of little direct use, if concrete steps are not taken to execute the plan. The payoff of strategic planning for the African Methodist Episcopal Church (AMEC) is in its application — in the execution and implementation of the strategic thrusts and recommendations. It is in the implementation that we begin to see the long-term, systemic impact change.

The implementation of the strategic plan involves the concurrent initiation of several ministry and operational plans at a variety of different levels of the Church and in different segments. It is imperative that these changes be carefully managed at the top of the organization. In order to accomplish this, the changes in the management-control system, the information system, and the organizational culture that are needed to monitor and support the implementation of the strategic plan must be in place.

## Key Challenges

A key challenge during implementation is keeping the SPT meaningfully involved and interested, yet not allowing the team to take over the managing function of the Church. The planning team cannot and should not replace the properly constituted decision-making structure of the Church. However, in some cases, AMEC may lack the specific structure necessary to carry out some aspects of the plan. In this case, it is appropriate to develop temporary transitional structures for the purpose of cross-functional coordination. This document, **AME Strategic Planning Implementation Handbook** provides suggestions for accessing existing structures of the Church to implement the plan, and it recommends temporary transitional structures where they may be necessary.

Once a strategic plan is in place, together with a Connectional structure that fits that plan, it should become the road map by which the AMEC travels; the template against which Connectional decisions are made; the scale on which resources are allocated; and the impetus of Connectional energy. If these descriptions of the strategic plan are seen simply as clichés, implementation will not be effective. In addition, even if the planning team and top management are committed to the plan and its success, there is still the question of how the strategic plan becomes part of the lifeblood of the Church. This handbook is designed to help the AMEC integrate the strategic plan into the fabric of the Connectional Church. It provides a course of action that will help the Church at large buy-in and commit to the strategic plan. It confirms that the strategic plan is not an event but an on-going process for planning and growing the AMEC in the 21<sup>st</sup> century.

## Leadership Role

Research impresses upon us that the role of leadership is **the major force** in changing culture and mindset in an institution. The role of the Bishops in the implementation of the strategic plan cannot be overemphasized. Bishops must lead the change effort and be totally committed to it. In the AMEC, Bishops are the highest line of authority over the change initiative. They influence the guiding principles, values, and culture. They are responsible for aligning change with the overall strategy; communicating and modeling change in behavioral ways; and celebrating and acknowledging AMEC's successes.

## **Strategic Planning Team Role**

This group of leaders and cross-functional representatives from across the AMEC has delegated authority from the Bishops and has been assigned the task of establishing strategic direction and benchmarks for tracking success. It is not the SPT's role to usurp the authority of the AMEC management, but rather to transfer the responsibility of implementation to the appropriate people within the existing management structure of the AMEC. Thereby, AMEC's management will lead the organization toward strategic targets.

## **Purpose of the *AME Strategic Planning Implementation Handbook***

The purpose of this handbook is two-fold: (1) to help the members of the AMEC understand in Layman's terms the specific objectives, recommendations, and processes of the Strategic Plan; (2) to help the SPT transfer the responsibility for implementation to the appropriate people in the AMEC, so that they can effectively lead the AMEC toward success.

This handbook is created as a working document. Its contents list the eight (8) Strategic Thrusts (objectives) and provide a structural framework for implementation.

It answers the following questions for each Strategic Thrust:

1. What is the recommendation?
2. Is there a process or structure already in place to get the recommendation implemented?
3. If so, what is the process or structure?
4. If not, what structure should be developed or what needs to be done to get this recommendation implemented?
5. Who are the people needed to be at the table to get the job done?
6. What is the specific change strategy that should be in place to support the Church as it attains its goals?

It is the responsibility of the existing constituted management structures within the Church to implement the actions required to move the Church in the desired direction. The SPT will develop an evaluation process to monitor progress of plan implementation for review by the Bishops' Council and the General Council.

This first draft is designed to get input into the implementation actions and approval for those actions by the Bishops' Council. The *AME Strategic Planning Implementation Handbook* lists each thrust and recommendation as adopted by the 47<sup>th</sup> Quadrennial Session of the General Conference. It then provides any necessary clarification or added detail. Finally, the handbook suggests a process and structure for implementation of the plan. It is specifically designed to take into consideration actions that improve buy-in and positively impact the culture of the organization.

## STRATEGIC THRUST # 1: ENHANCE CHURCH GROWTH

### **Recommendation # 1: Increase Church Growth**

#### EXISTING PROCESS

The existing process and structure in place to implement this recommendation shall be administered through:

- The procedure for starting a new congregation (*The Doctrine & Discipline 2004*, Part IV, Section IV, p.84-86)
- The Presiding Elder District (Part V, Section IX, page 118, 2a&b)
- Annual Conference (Part 8, Section II, page 225-226, F2)
- Connectional (Part VII-C, Section II, page 170, 1.d)

#### PROCESS FOR IMPLEMENTATION

*The Doctrine & Discipline 2004* already gives provisions for the Presiding Elder to plant a new church quadrennially. The church-planting process can be enhanced through seminars, seminaries, annual department meetings, district conference meetings on church planting, and providing budget support.

The SPT recommends that the AMEC convene a meeting/summit of the following stakeholders for implementation: Bishops, Presiding Elders, Annual Conference Representatives (i.e. Committee on Missions, Circuits, and Stations conference trustees) representatives from AME seminaries, and the Department of Church Growth.

An additional process that may be appropriate was developed in the 5<sup>th</sup> Episcopal District during the administration of Bishop Brookins in the planting of Brookins AMEC.

- A larger church sponsors a new congregation church planting
- Provides space, officers, financing, Pastor, etc. for the initial 3 years of the new church
- Pastoral adjustments are made by the sponsoring Pastor until the churches are brought into the Annual Conference
- This process does not require additional funds from the General Church, Annual Conference, or Presiding Elder District.

In order to convene this meeting, the SPT suggests that the strategic planning conveners request this recommendation be taken to the Bishops' Council as an agenda item. The SPT recommends that Annual Conferences revitalize the Committee on Missions, Circuits, and Stations (CMCS) and that the CMCS meet regularly to implement Recommendation #1.

The SPT suggests that the Annual Conference is an adequate venue to provide topics for conference institutes and the Board of Examiners provide instruction to the ministerial students.

**\*\*Note – Include a feasibility study with census information**

## **STRATEGIC THRUST #1: ENHANCE CHURCH GROWTH**

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### First Year

The SPT suggests that when the Bishops meet, the Bishop who heads the Commission on Seminaries, Colleges, Universities and Schools bring the issue to presidents of colleges and seminaries. The SPT suggests:

- Designing and delivering courses on church planting, continuing education, certificate courses and various classes to support Presiding Elders and Pastors.
- AME Seminaries can serve as centers for conferences where particular attention can be given to church growth.

### Second Year

The information can then be sent to the Bishop who serves as Commission Chair of Church Growth and Development so that seminars and workshops will be available from the Department of Christian Education's annual meeting.

The Bishops' Council will be asked to provide leadership in each Episcopal District to make church planting a priority. They shall encourage holding Institutes, create workshops and Seminars on all levels including investigating new strategies for church growth (Episcopal District, Presiding Elder District, Local Church, Department of Church Growth And Development) Annual Conference, Founders Day, and Mid Year, etc. AME Seminaries will be invited to hold summits and courses on church growth strategies in AME Churches; strategic evangelism; church planting. Using experts in the field, the Board of Examiners should encourage, offer, and provide intense training in growing and planting churches. The executive director of church growth and development can be asked to develop a data base of church-growth literature books, CDs, DVDs, and websites.

Intensive case studies will look at AME churches that have experienced growth and planted churches successfully. The Director of Church Growth and Development and the Director of Research and Scholarships or other AME scholars shall be encouraged by the Board of Examiners. The Board of Examiners curriculum should include instruction on church growth and church planting.

AME scholars, including seminaries, Executive Director of Church Growth and Development, and the Director of Research and Scholarship can be asked to develop a curriculum for church growth and church planting to include bible study and bulletin inserts. Include sermon topics for instruction at both Board of Examiners and local church levels. There can be seminars and workshops on church vocation at AME colleges and universities.

## **PEOPLE WHO NEED TO BE AT THE TABLE**

- Commission Chairs
- General Officers of the above mentioned areas
- The Executive Committee of the Bishops' Council
- Designated Committee of the Presiding Elders Council
- Seminary and college representatives
- University presidents shall meet at the General Board meeting

## **AMEC'S CHANGE STRATEGY**

The Presiding Elder District can focus on increasing church growth by completing a feasibility study, which includes demographics; investigating new strategies to grow existing churches; start/plant new churches; relocate/develop; evaluate existing churches & abandoned properties; and make appropriate recommendations. The Annual Conference provides the thrust, focus, and resources. Create a marketing plan (i.e., digital presentation, brochure, etc.) to highlight the needed changes for church growth and planting. Refer to process for implementation.

**Recommendation # 2: Enforce Accurate and Truthful Reporting of Church Membership**

**EXISTING PROCESS**

There is a process to count members and report to the official board and to Annual Conference for certification (*The Doctrine & Discipline 2004*, Part IV Section II Page 68 No. 2I & J). However, there is no existing process to enforce accurate and truthful reporting.

The Presiding Elder holds a Quarterly Conference in every church and circuit to determine the efficiency of the Pastor, the effectiveness of the ministry of the churches, and to “give proper direction to all the affairs”. At this level there should be accurate reports. (*The Doctrine & Discipline 2004*, Section IX A 1a Page 116)

“Receive from Pastors for a record to be compiled, information of members in each charge...” (*The Doctrine & Discipline 2004*, Part VI Section IV E 1c Page 140)

**PROCESS FOR IMPLEMENTATION**

Provide appropriate rewards for accurate reporting and significant consequences for inaccurate reporting. A Pastor needs to have immunity for telling the truth about the former administrative statistics.

Mandate the Steward Board’s Annual Membership Canvass (done in the 3<sup>rd</sup> quarter) to be reported and authenticated at the 4<sup>th</sup> Quarterly Conference report, so that it agrees and supports the statistical data of the Annual Conference report. If the report is inaccurate, the PE has the responsibility to send the report back for accuracy.

The Annual Conference statistical report constitutes a summation of all four Quarterly Conference reports in regards to finance, increase and decrease in membership, statistical data, indebtedness, property purchased or sold, and all the other items for the annual Pastoral report. Any addendum is limited to achievements after the close of the 4<sup>th</sup> quarter conference, because it will be reported at the next annual conference. The statistical membership report should include name, address, telephone number and date of membership.

A Pastor who fails to provide an accurate membership roll will receive an official written reprimand from Presiding Elder within 30/60 days to provide correct statistical data. If errors persist, the Pastor will be referred to the Committee on Ministerial Efficiency, to determine if they are indifferent, inefficient or unwilling to fulfill their administrative duties according to *The Doctrine & Discipline 2004* Section XII C, Pg 123. pg 107 Section VI, #24

This mandate needs to be supported by the legislative process.

**PEOPLE WHO NEED TO BE AT THE TABLE**

- Bishop
- Presiding Elders
- Connectional Council
- General Secretary
- Pastors
- Lay Persons/Stewards
- Board of Examiners



**AMEC'S CHANGE STRATEGY**

Teach the need of accurate membership reporting through the local church, Quarterly Conference, Presiding Elder District Conference, and the Annual Conference through workshops, seminars, and/or retreats. Accurate reporting is essential for ministry planning to meet the needs of both the Church and surrounding communities.

***Recommendation # 3: Increase the Resource Pool for Evangelistic Activities***

**EXISTING PROCESS**

- The Department of Church Growth has a process that provides for Evangelistic outreach (Section II, Part C 1c, Page 170).
- The function of the Division of Worship and Evangelism shall be to cultivate and enrich the worship experience in the life of the Church and to enlist the total Church in continuing programs of Evangelistic outreach (Section II, Part C 1d, Page 170)
- The Division of Worship and Evangelism shall cooperate with Episcopal District Committees on Church Growth and Development and Evangelists throughout the Church and help raise the standards of evangelism without sacrificing the “strangely warmed” heart. (Section II, Part C 1c, Page 170)

**PROCESS FOR IMPLEMENTATION**

Redesign Christian education seminars, printed materials, publications, and study guides to recruit and train Laypersons in an enhanced local program of evangelism. Develop Evangelistic tools and publications reflective of the 21<sup>st</sup> century that draw diverse population gender and age groups. Develop a marketing strategy that appeals to the above with appropriate workshops and shared learning experiences through Episcopal Districts, Annual Conference Institutes, and committees on evangelism and/or the Department of Church Growth and Development. Explore the possibility of collaboration between the Department of Church Growth and Development, Christian Education and publications to develop a total Evangelistic thrust to reach all segments of the Church to develop and enhance lay Evangelistic ministry. It appears that the Department of Church Growth and Development and the Department of Christian Education have overlapping responsibilities in the area of publications and may consider collaborating in this particular area.

**PEOPLE WHO NEED TO BE AT THE TABLE**

- The Commission Chair and the General Officer for the Department of Church Growth and Development
- Department of Christian Education
- Sunday School Unions
- Editor of the AME Christian Recorder
- The Chairs of Annual Conferences
- Committee on Church Growth and Development, and Evangelism.

**AMEC’S CHANGE STRATEGY**

The collaborating departments can create new educational tools and shared learning experiences that develop a new cadre of trained Lay persons and a new Evangelistic thrust. They should develop a marketing plan to include bulletin inserts and digital presentations that highlight new materials and teaching tools (emphasizing the benefit of purchasing materials through the Sunday School Union, as opposed to purchasing from outside vendors to show possible financial implications).

***Recommendation # 4: Develop separate 501(c)3s to create non-traditional ways of funding ministries.***

### **EXISTING PROCESS**

There is no existing process that mandates a separate 501(c)3, non-profit to seek, non-traditional fundraising for community service, outreach activities, property development, school and education activities.

### **PROCESS FOR IMPLEMENTATION**

Establish guidelines for Episcopal District, Annual Conference, Presiding Elder District or local church where applicable to develop a separate ad 501(c)3. With lines of reporting the activities of the separate 501(c)3 that represents the secular interests of the AMEC & must report to the local church Official Board, Quarterly Conference, Conference Trustees, and the Annual Conference.

Seeking non-traditional funds from granting organizations and foundations to do outreach activities to, (but not limited to) education, community, and outreach activities within the boundaries of Episcopal District, Annual Conference, Presiding Elder District or local church. Training materials, grant writing workshops, and implementation strategies should be developed through printed and electronic materials, workshops, and seminars in 501(c)3 and CDCs. There should be appropriate instructions on accountability, liability and legal responsibilities.

### **PEOPLE WHO NEED TO BE AT THE TABLE**

- Commission Chair and members of the Economic Development of General Board
- General Counsel (legal clarity)

### **AMEC'S CHANGE STRATEGY**

A PowerPoint presentation can be used to highlight the successful developments of other churches that have been birthed through 501(c)3 corporations (i.e. nursing home facilities, affordable housing, daycare for children and senior centers, transportation and other community development projects). The Commission on Economic Development will develop the training tools and guidelines so that the Episcopal District and local churches who are interested in these kinds of developments can build physical models to be used as a prototype. The prototype should be made available to provide a future role model plan of proven best practices for non-traditional funding to develop a new paradigm to change a traditional mindset and behavior.

***Recommendation # 5: Empower an increased number of Lay persons in the planning, organization, management, and execution of the ministries of church growth and development.***

## EXISTING PROCESS

*The Doctrine & Discipline 2004* provides for Lay ministry through a Lay speaker or preacher (Section 11, Part F, Page 122)

There is a process to develop and train Lay persons within the Lay Organization to promote the spread of personal evangelism through activities designed to prepare Lay members to convey God's word and actively participate in the life of the AMEC. (Section III, Article II, Section 2. h, Page 400)

Stewards (Section II, Article A, 1.a.1.e, Page), class leaders (Page 67), Church School Teachers & Superintendents (Section II, Part A, Article c.2, Page 75)

## PROCESS FOR IMPLEMENTATION

Encourage collaboration between the Department of Church Growth and Development, Department of Christian Education, Sunday School Union and the Lay Organization to develop a manual for biblically-based Lay ministries.

Teach the manual and create "How to" workshops at Lay Biennial, Annual Conference Institutes, Local Church and District Annual Lay meeting, and local church Lay Days. Revisit the role of the empowerment and involvement in ministry can be done at "CONVO" and Connectional Lay Meeting.

## PEOPLE WHO NEED TO BE AT THE TABLE

- Department of Church Growth and Development
- Department of Christian Education
- Sunday School Union
- Presiding Elder Council
- Connectional Council
- Lay Commission
- Lay Organization,

## AMEC'S CHANGE STRATEGY

Develop a new paradigm that expands the role of the Lay persons in doing ministry in enhancing church growth. Reinforce and sustain the change in thinking and behavior through role pLays, workshops, seminars, annual conference institutes, and studying biblical models of clergy and Lay ministries.

***Recommendation # 6: Continue to embrace and instill in the membership of the church, the history, heritage, doctrine and disciplines of African Methodism, while being open to the changes and challenges of contemporary worship and ministry.***

## EXISTING PROCESS

Preparation for full membership in the AMEC is outlined in Part IV, Section I, Part E, Page 65.

The mission of the Church School in the AMEC shall be to teach, train, nurture, prepare, and recruit adults and children in God's word for Christian service, emphasizing those Christian principles which are essential for effective Christian growth and participation. This teaching and training shall be designed to prepare them for and assist them with effective living and Christian leadership in a changing society (Section II Part A, c, 2, Page 75).

The Department of Christian Education shall develop a comprehensive and unified program of Christian education that includes Bible, Christian religion and church and the implementation of Christian values of daily life (Section II, Part F, Page 184).

## PROCESS FOR IMPLEMENTATION

Develop creative and imaginative ways of teaching and reaching new generations of AME's.

Each local church shall have a membership class (new members - introduction to the life and witness of the church; membership orientation/continuing member instruction), and discipleship classes (preparation for participation and leadership in the church) where the members have the opportunity to learn and embrace the history, heritage, doctrine and discipline of African Methodism while being open to the changes and challenges of contemporary society. A curriculum for this should be developed by the Department of Christian Education.

## PEOPLE WHO NEED TO BE AT THE TABLE

- Bishops' Council
- Department of Research and Scholarship
- Department of Christian Education
- Lay Organization
- WMS & YPD
- Connectional Council

## AMEC'S CHANGE STRATEGY

The Department of Christian Education will develop tools of inspiration and instruction that includes but not limited to audio and visual presentations, and/or publications that address the history, heritage, doctrine and discipline of African Methodism. The materials that will be developed by aforementioned departments should also feature successful models of AME churches who have met the challenge of developing contemporary worship settings and ministry.

## **STRATEGIC THRUST #2: IMPROVE LEADERSHIP & MANAGEMENT**

### **Recommendation # 1: Create an Office of the Chief Administrator (CAO)**

#### **EXISTING PROCESS**

There is no existing process in *The Doctrine & Discipline 2004*; however, currently the positions below perform a portion of the proposed Chief Administrator's duties: Senior Bishop, President of the General Board, President of the Bishops' Council, CFO-Treasurer, CIO-General Secretary, and Ecumenical Officer.

#### **PROCESS FOR IMPLEMENTATION**

This office would manage and execute the routine and management functions of the AME Connectional Church.

Develop a job description that outlines the roles, duties, and responsibilities of the CAO, including how he/she will provide assistance to the management of the connectional departments and Episcopal Districts.

Recruit and hire a top-level professional to carry out the responsibility of the position of CAO. The CAO would be hired by the General Board through a selection process. The position should be held by an experienced corporate executive who is a member in good and regular standing of an AMEC. A search firm would refer qualified candidates to the Bishops' Council. From the referred pool of candidates, the Bishops' Council would present one candidate to the General Board for approval of hiring. If the General Board rejects the candidate presented by the Bishops' Council, the Council shall present another candidate from the referred pool.

The President of the General Board and the President of the Bishops' Council shall jointly appoint a committee comprised of Lay and clergy to draft a CAO job description.

The job description of the office of the CAO may include but not be limited to the following:

- Manages specific administrative functions of the Connectional Church, including:
- Briefs Bishops on regional, national, international, and church issues and trends so that the Bishops can formulate informed positions.
- Develops and recommends job description for all personnel of the church
- Serves as human resources manager for the general church.
- Develops and compiles job descriptions for all positions (including staff) and agencies, subject to the approval of the Bishops' Council, General Board and the General Conference.
- Manages Marketing and Public Relations functions.
- Takes advantage of significant public relations opportunities in the AMEC (such as the death of Rosa Parks, perhaps one of our most well known AME's.)
- Interfaces with and provides oversight to the Connectional Departments

## STRATEGIC THRUST #2: IMPROVE LEADERSHIP & MANAGEMENT

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- Directs assignments of the Event Planner.
- Makes recommendations to the Bishops' Council and the General Board regarding the administration of the Connectional Church.

### PEOPLE WHO NEED TO BE AT THE TABLE

- The Bishops' Council
- President of the General Board
- CFO-Treasurer
- Ecumenical Officer
- All Connectional Presidents

### AMEC'S CHANGE STRATEGY

The AMEC operates primarily under the leadership of the Episcopacy. The Bishops are the chief administrators of the AMEC. However, in an effort to assist the Bishops fulfill tasks relative to the general administration of the church, the CAO office will provide various support services which gives value-added benefits to assisting Bishops fulfill administrative tasks relative to the work of the Connectional Church by providing various supportive services that encompasses the following:

**Public Relations** - someone who will:

- Draft position statements in a timely manner in response to relevant issues such as responding to crisis situations immediately i.e. Katrina, Rita, -911, etc.
- Market and act as liaison to the general public as spokesperson for the AMEC. This person could utilize a broadcast calling system to notify Bishops. Increase positive visibility of the AMEC.

**Human Resources** - would set guidelines for hiring personnel in the Connectional Church as well as writing job descriptions or hiring guidelines and policies for districts and local church.

**Administrative (CAO)** - coordinate all departments and agencies of the AMEC. Provide frequent updates and consistent communication on the status of issues.

***Recommendation # 2: File Annual Episcopal District Reports with General Secretary***

**EXISTING PROCESS**

There is an existing process. Each Bishop is to file annual reports with the General Secretary/Chief Information Officer (CIO). General Secretary (CFO) has created a standardized form to be used by all Episcopal Districts. The General Secretary's office will provide training to all Districts for reporting online. The CIO and CFO officially meet twice a quadrennial (usually in December) to determine what specific information they need from the Episcopal Districts.

*Add The Doctrine & Discipline 2004 references*

**PROCESS FOR IMPLEMENTATION**

Bishops will ensure that Pastors and Presiding Elders are technically proficient in reporting electronically in a timely manner. Bishops, Presiding Elders and Pastors must register with the General Secretary's Office to submit their reports electronically.

**PEOPLE WHO NEED TO BE AT THE TABLE**

- General Board
- Bishops' Council
- Connectional Presiding Elder's Council
- CIO
- CFO

**AMEC'S CHANGE STRATEGY**

Emphasize the importance of having timely, accurate and complete information in a uniform format so that it can be readily tabulated and aggregated for marketing, publicity, forecasting, and other uses.

The AMEC Website ([www.ame-church.com](http://www.ame-church.com)) can be a resource for dissemination of information.



***Recommendation # 3: Write Clear Job Descriptions and Definitions  
for All Positions and Agencies***

**EXISTING PROCESS**

Yes, there is an existing process – by legislative approval by the General Conference.

*Add The Doctrine & Discipline 2004 references*

**PROCESS FOR IMPLEMENTATION**

Write clear job descriptions for each position and agency of the Church and define “local Church congregation” and other governmental divisions, such as Episcopal District, Annual Conference, and Presiding Elder District.

The General Board will hire a human resource consultant(s) to assist in drafting job descriptions for Bishops, General Officers, Presiding Elders and Pastors. The human resource consultant will submit job descriptions to the General Board for approval.

The General Conference assigned the task of defining “local church” and other governmental divisions to the redistricting committee.

**PEOPLE WHO NEED TO BE AT THE TABLE**

- Bishops’ Council and General Board
- General Officers and Judicial Council
- President WMS
- President Lay Organization
- RAYAC
- Sons of Allen
- President of the Presiding Elder’s Council.

**AMEC’S CHANGE STRATEGY**

Emphasize the importance and benefits of establishing a system of accountability that will improve leadership and management through clearly defined job responsibilities.

***Recommendation # 4: Develop a performance evaluation system and institute measures and procedures to evaluate the effectiveness of elected and appointed leaders of the church.***

### **EXISTING PROCESS**

Yes, there is an existing process, but the process needs to be improved to include penalties and consequences for substandard performance. Existing forms of evaluation include the Pastor's annual report, the recommendation from the Steward Board, the review of Bishops by the Episcopal Committee, and the General Board review of General Officers.

*The Doctrine & Discipline 2004* references

### **PROCESS FOR IMPLEMENTATION**

In consultation with persons representing those in supervisory positions, the proposed CAO will develop evaluation instruments for General Officers, Connectional Officers, Presiding Elders, Pastors, and local church officers. In the event that the General Conference does not create the CAO position, the General Board will hire a human resources firm to draft the evaluation instruments.

A convocation should be dedicated to developing standards and consequences for performance of elected and appointed leaders of the church.

### **PEOPLE WHO NEED TO BE AT THE TABLE**

- Bishops' Council
- General Board
- General Officers
- Judicial Council
- Presiding Elder's Council
- Presidents of the Connectional Council
- WMS
- Lay Organization
- RAYAC
- YPD
- The Son's of Allen.

### **AMEC'S CHANGE STRATEGY**

Use District Conferences, Annual Conferences, Episcopal District meetings, Connectional Meetings and the Christian Recorder to convey to the various components of the church that implementing a standardized evaluation process will improve the overall performance of the church and will provide a method for determining where we are and where we need to go.

***Recommendation # 5: Strictly enforce enrollment in the Ministerial Annuities Plan***

**EXISTING PROCESS**

The process is outlined in the in *The Doctrine & Discipline 2004*, pg. 177 #3 Coverage and #4 and carried out by Bishops and Presiding Elders.

**PROCESS FOR IMPLEMENTATION**

It was suggested that implementation be referred to the Bishops and Presiding Elders as written in *The Doctrine & Discipline 2004* pg. 177 #3 Coverage & #4

Encourage the creation of necessary measures to extend the benefits of the Ministerial Annuities to Districts (14-20). This effort will take into consideration the following:

- Governmental regulations
- Availability of banking systems
- Geographic location

**PEOPLE WHO NEED TO BE AT THE TABLE**

- Bishops' Council and General Board
- Presiding Elders
- General Officers

**AMEC'S CHANGE STRATEGY**

The subject of this recommendation is already in *The Doctrine & Discipline 2004* pg. 177 #3 Coverage & #4. Emphasize the importance of following the existing law.

CONN-M-SWAWO Plus PK's will develop a marketing campaign that will notify the Spouses of the Ministers who are in active Pastorate regarding the submission of annuity funds in a timely manner.

Encourage the Director of Annuity Investment and Insurance to find investment vehicles that will provide returns comparable with other plans.

***Recommendation # 6: Require all employees to receive annual education and training concerning employee security***

**EXISTING PROCESS**

There is no existing process. It is recommended that training be provided at the Annual Conference.

**PROCESS FOR IMPLEMENTATION**

Each Annual Conference should develop a Committee on Annuities Investments and Insurance to be prepared to provide training at the Annual Conference.

“All Employees” are persons who work for the local, Episcopal District, or Connectional Church who work for more than 20 hours per week. Pastors are employed by the local church and not the Connectional Church.

It shall be the responsibility of the employer to inform all new employees, as defined, of their rights, obligations and privileges of their employment. There shall be a Church Operation Manual and the Pastor’s Guide that will include this employee information.

**PEOPLE WHO NEED TO BE AT THE TABLE**

- Episcopal District Representatives of Annuity & Investments
- Convener of the Annual Conference Institute
- Representatives of the Ministers’ Retirement Board from each Episcopal District
- Bishop of the Respective Annual Conference

*Note:* The Department of Annuities & Investments has trained representatives from each Episcopal District that should be included.

**AMEC’S CHANGE STRATEGY**

Require workshops for local church officers on the employee annuity program.

## STRATEGIC THRUST# 3: SUPPORT CHRISTIAN CHARACTER

***Recommendation # 1: Ensure that children, youth, and young adults are not exposed to criminal child abusers by qualifying children, youth and young adult workers***

### EXISTING PROCESS

There is no existing process right now, however the strategic plan team recommends:

All workers and volunteers shall fill out a standard application containing consent for a standard background check approved by the general counsel of the AMEC. The Connectional Church and the Annual Conferences of each Episcopal District will establish an organization which will be responsible for ensuring and monitoring all individuals working with children, youth, and young adults and that these individuals shall have passed all necessary criminal and background checks. The background checks will be conducted at least annually.

Where does the paperwork go?

Which ever component of the church that has requested the background check shall have a copy of the document on file. The documents shall be kept accordance with the laws of relevant jurisdictions.

Who will pay for the service?

The cost of this service shall be paid by the person to be hired and volunteers.

### PROCESS FOR IMPLEMENTATION

Policies and procedures are developed to ensure that all persons who work with children, youth, and young adults undergo a background check by appropriate federal, state and local officials (also including the government in select areas) regarding criminal records for sex related offences.

These policies and procedures should be discussed and developed at the next scheduled meeting of the aforementioned groups.

**Note:** Recommend that local churches include this coverage in their insurance policies. There is an incentive by the Insurance agency to encourage the church to conduct background checks. With background checks the insurance coverage is increased. Without background checks the coverage is lessened. There may be higher premium for the policy but it is worth it.

### PEOPLE WHO NEED TO BE AT THE TABLE

- WMS
- YPD
- Christian Education Department
- Presiding Elder Council
- Bishops' Council

### **STRATEGIC THRUST #3: SUPPORT CHRISTIAN CHARACTER**

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- General Council
- Lay Organization
- Sons of Allen
- Richard Allen Young Adult Council

#### **AMEC'S CHANGE STRATEGY**

We will publicly declare our intention to protect youth and children from criminal child abusers and sexual predators. The outcome would be that parents and concerned adults will feel safe sending their children and youth to church sponsored functions.

Require full background checks be conducted for all persons (clergy and Lay) who work with children and young people. Ensure that all reports be given to the appropriate authorities in the church.

- Ministers (i.e., Pastors, youth ministers, ministers of music, licentiates, choir directors and all Christian Education workers)
- Children and young people
- Young adults – 18 and older
- Paid employees
- Volunteers and Parent volunteers

***Recommendation # 2: Improve individual leader accountability for operating with integrity at all levels of the Church.***

### **EXISTING PROCESS**

The existing process includes: 1.) a standardized accounting form at the Episcopal District level; 2.) the Annual Conference; 3.) local reporting procedures; 4.) and the Episcopal District budget committee.

Mandate the use of the standard reports that must be submitted to the Presiding Elder 14 days prior to the Annual Conference, and 30 days after the close of the Planning Meeting all forms and documents from the Bishop's Office must be sent to the General Secretary's office.

### **PROCESS FOR IMPLEMENTATION**

All leaders of all levels of the church must follow *The Doctrine & Discipline 2004* and polity of the AMEC. There should be a standardization of operating procedures with measurable benchmarks for evaluation, progress, and adherence to both the spirit and letter of the law of African Methodism. In anticipation of moving into a leadership position one must receive appropriate training for the position, and in an effort to further enhance the skills of the leader after election or appointment one must receive annual training and education.

Individual leader accountability structure for operating in integrity begins with Bishops, Presiding Elders, and leaders of all levels of the church. The areas for training and development are:

- Bishops' Council - Develop protocol for areas of in service training (i.e., financial management, organization planning and management, human relations training, leadership development, conflict management, etc.)
- WMS, Lay, Stewards, Stewardesses, Trustees, Class Leaders, Ushers, Musicians
- All AME literature and/or publications

Teaching and training on all levels: RAYAC, Church School, ACE Fellowship

Elect a CAO whose responsibility will include the training and development of all top leadership in the church.

### **PEOPLE WHO NEED TO BE AT THE TABLE**

- Bishops' Council Representatives
- General Secretary
- CFO
- WMS
- Lay
- RAYAC
- General Officers and Department Heads

**AMEC'S CHANGE STRATEGY**

The Bishops' Council shall explore the areas of *The Doctrine & Discipline 2004* and polity of the AMEC that stipulate conduct. Where there are discrepancies the Annual Conference Institutes shall provide training and education to remedy said conduct.

- Ministerial Bill of Rights *The Doctrine & Discipline 2004* (pg. 112)
- Committee on Ministerial Efficiency and the Annual Conference Judiciary Committee
- Explore *The Doctrine & Discipline 2004* (pg. 225) for areas governing Lay persons conduct
- Judicial Council (appellate body)



***Recommendation # 3: Request accurate number of members of all churches in each Episcopal District after two Annual Conferences to be given by 2010.***

### EXISTING PROCESS

The existing process is standardized accounting form at the Episcopal District level, the Annual Conference, and local reporting procedures already in place, and the Episcopal District budget committee is already in place.

Mandate the use of the standard reports that must be submitted to the Presiding Elder 14 days prior to the Annual Conference, and 30 days after the close of the planning meeting all forms and documents from the Bishop's Office must be sent to the General Secretary's office.

*The Doctrine & Discipline 2004* references

### PROCESS FOR IMPLEMENTATION

All leaders of all levels of the church must follow *The Doctrine & Discipline 2004* and polity of the AMEC. There should be a standardization of operating procedures with measurable benchmarks for evaluation, progress, and adherence to both the spirit and letter of the law of African Methodism. In anticipation of moving into a leadership position one must receive appropriate training for the position, and in an effort to further enhance the skills of the leader after election or appointment one must receive annual training and education.

Individual leader accountability structure for operating in integrity begins with Bishops, Presiding Elders, and leaders of all levels of the church. The areas for training and development are:

- Bishops' Council, General Officers, General Board, Judicial Council
- WMS, Lay, Stewards, Stewardesses, Trustees, Class Leaders, Ushers, Musicians
- All AME literature and/or publications

Teaching and training on all levels: RAYAC, Church School, ACE Fellowship

### PEOPLE WHO NEED TO BE AT THE TABLE

- Bishops' Council Representatives
- General Secretary
- CFO
- WMS
- Lay
- RAYAC
- General Officers and Department Heads

### AMEC'S CHANGE STRATEGY

The Bishops' Council should explore the areas of *The Doctrine & Discipline 2004* and polity of the AMEC that stipulate conduct; where there are discrepancies the Annual Conference Institutes shall provide training and education to remedy said conduct.

**Recommendation # 4: Develop a course requirement and/or focused study of church administration concepts for all Pastors (uniform Connectional curriculum for the Board of Examiners)**

### EXISTING PROCESS

Refer to group 7 on Improve Education, Growth, and Development

*The Doctrine & Discipline 2004* references

### PROCESS FOR IMPLEMENTATION

Only persons who have been theologically trained in an accredited seminary with an earned degree will be appointed to the board.

Lay members of the Board of Examiners must be educators.

Ask each Bishop to furnish this committee with a copy of the curriculum used by the Board of Examiners in their district. We recommend that the books recommended for reading in the present Book of Discipline be listed as bibliographies and replaced with specific courses of studies. Many of the current books are out of print and/or otherwise unavailable, particularly in remote places.

Put all forms on web pages of CIO then it can be translated into appropriate language for implementation in overseas districts.

Districts outside the Continental U.S. may need to apply the standard as applicable to available bibliographic material.

### PEOPLE WHO NEED TO BE AT THE TABLE

- Members of the Board of Examiners
- Deans of Board of Examiners
- Bishops' Council
- Connectional Lay Members
- Connectional Presiding Elder Council
- Board of Christian Education
- General Secretary/CIO
- Chaplains - who serve in the federal installations
- Members of the Academy –seminary administrators and faculty.

### AMEC'S CHANGE STRATEGY

The Bishops' Council would arrange through the CONVO's on Faith order and Ministry the establishment of a committee of members of the Academy, the Boards of Examiners and chaplains who meet the standards of ordination pursuant to *The Doctrine & Discipline 2004* to establish program, curriculum, and process to be implemented in all of the Annual Conference as per *The Doctrine & Discipline 2004*; and to charge them with the responsibility of identifying the resource materials historical and contemporary. The committee will consider the best practices that are available for appraisal. There shall be consideration for all forms of ministries in all of the settings of life and witness in the AMEC.

All aspects of the change strategy should be considered in its simplest form. A curriculum should include the following:

- Human relations/groups dynamics training
- Ethics
- Church protocol and Etiquette
- Introduction to theology
- Church management and administration
- *The Doctrine & Discipline 2004* and polity of the AMEC
- Church and civil law
- Pastoral counseling
- Financial administration (fiduciary)

***Recommendation # 5: Implement a measure that protects Laypersons and ministers from being outcast when requesting financial disclosure information on all levels.***

## EXISTING PROCESS

**“GRACE IS NOT CHEAP!”** - By Bonheoffer

We're called to make a difference, sometimes at great cost.

There is no existing process. What is in place is fear of retaliation by ministers and Lay persons when they request information on details of the budget and how it was established. They fear reprisals from their superiors and colleagues on matters of Pastoral and other appointments, committee assignments, nominations to offices, and preaching/speaking and teaching opportunities.

## PROCESS FOR IMPLEMENTATION

Informational conferences or meetings shall be called at all levels to discuss financial matters in detail. The meetings will provide opportunity for pro and con critique of the budget.

No individual in attendance at any of these informational meetings shall in any way receive punitive or administrative reprisals for inquiry about financial matters.

## PEOPLE WHO NEED TO BE AT THE TABLE

- Bishops
- Financial Secretary
- Treasurer
- Statistician
- General Board
- Chair of Finance
- Department Heads
- Pastors
- Presiding Elders
- Any member of the AMEC in good and regular standing.

## AMEC'S CHANGE STRATEGY

- Leadership should encourage questions and answers and provide appropriate time for response.
- All reports should be in writing.
- Identify and carry out strategic levers and bold actions to wake up the organization; create a Change Strategy that reflects the desired culture.
- Include a diverse group of individuals in the budget creating process
- Local Level
  - The church conference establish a reporting time table for hearing financial reports
  - Information be provided at all levels (presiding elder district, annual conferences, district, local) regarding church finance without being requested

***Recommendation # 6: The Bishops, Presiding Elders, and congregations support the efforts of the annual membership canvass and report results accurately.***

### **EXISTING PROCESS**

The Steward Board is responsible for conducting a membership canvass during the third quarter of each year. The roll of each congregation should be adjusted shortly thereafter by the church at the fourth Quarterly Conference.

### **PROCESS FOR IMPLEMENTATION**

- Replace the responsibility for conducting the membership canvass to the Class Leaders Council instead of the Board of Stewards. This will ensure accuracy and consistent contact at the level of the canvass.
- The data should be reported directly from the church to the Chief Information Officer annually.
- All congregations should be required to have class leaders or some type of small group leadership.

### **PEOPLE WHO NEED TO BE AT THE TABLE**

- Pastors
- Class Leaders
- Stewards
- Board Members
- CIO
- General Secretary

### **AMEC'S CHANGE STRATEGY**

Publicly declare your intention and choice for doing a membership canvass and the outcome at the church conference and official board.

The leadership of the church would endorse the membership policy and encourage implementation. The Bishop should require the membership canvass form the Presiding Elder. The Presiding Elder would then have some since of responsibility to get it from the Pastors.

The Commission on Membership shall allow for both the stewards and class leaders to share the responsibility for doing the canvass.

The Presiding Elder requests membership numbers before and after the canvass.

***Recommendation # 7: Pastors, Presiding Elders, and Bishops educate their congregations on the distribution of funds and other assessments to the Connectional Church, Episcopal District, and Annual Conference.***

### EXISTING PROCESS

No existing process. Some Bishops distribute handouts, others verbally give this information. This process is not as efficient as necessary.

### PROCESS FOR IMPLEMENTATION

Wider distribution of the General Budget of the Church thru the Church School Quarterly, WMS Magazine, Christian Recorder, Presiding Elders Booklets, AME Review, Bishops Reports, *The Doctrine & Discipline 2004*, *We Speak*, and *Voice of Missions*.

(Also see See pp 326-327 of Minutes of 2004 General Conference)

At the first series of Annual Conference after General Conference, Bishops should give a report of overall connectional budget with each Annual Conference's fair share being reported and each local church's fair share.

That this information be distributed at the first official board, first church conference, first Quarterly Conference in each local church following the General Conference.

### PEOPLE WHO NEED TO BE AT THE TABLE

- Pastors
- Presiding Elders
- Lay People

### AMEC'S CHANGE STRATEGY

- Educate members about the applications of this strategy, as necessary.
- Encourage the use of the book *Why Pay Budget* by Joe McKinney and other resources including *The Doctrine & Discipline 2004*.
- At every opportunity that the Bishop visit with congregations:
  - Thank the people for their support of the connectional and Episcopal District budget
  - Spend time talking about what the denomination is doing with the budget

This education process will be on all financial requirements and budget beyond the local church.

Develop a tri-fold brochure summarizing the Episcopal District budget to be placed in the hands of each delegate.

Members usually do not object to the general church budget. It is the Episcopal District requirements for additional meetings during the quadrennial that require addition personal and local church registrations and travel.

***Recommendation # 8: All Episcopal Districts shall enforce the use of an Episcopal District budgetary committee. This committee will redistribute budgetary requirements.***

#### **EXISTING PROCESS**

Yes – the Episcopal District and Annual Conference Budget Committees.

#### **PROCESS FOR IMPLEMENTATION**

Within 60 days after the close of the Annual Conference series the Bishop shall assemble the committee to evaluate budgetary distribution and church ranking.

The committee will be comprised of an equal number of clergy and Lay people.

The Presiding Elders shall be ex-officio members of this committee.

*The Doctrine & Discipline 2004, pg. 253*

#### **PEOPLE WHO NEED TO BE AT THE TABLE**

- Episcopal District Budget Committee
- Equal number of Pastors and Lay representatives (number determined by the Bishop)
- Presiding Elders of the Episcopal District
- Conference Secretaries
- Chairs of Conference Finance Committees
- Conference Treasurers
- Treasurer of the Episcopal District
- Episcopal District Accountant

The Presiding Bishop, will Chair the committee, Pastors of the local churches and the Lay representative shall constitute the voting segment of this committee.

#### **AMEC'S CHANGE STRATEGY**

The Bishop will facilitate the creation and use of this committee on the Annual Conference level.

The committee will include representation from each of the districts of the Annual Conference and will be given the responsibility to make budgetary appropriations.

***Recommendation # 9: Convene a committee to address the issue of church culture versus truth in reporting.***

### **EXISTING PROCESS**

There is no existing process.

### **PROCESS FOR IMPLEMENTATION**

Convene Convocation on Culture and Tradition in preparation for General Conference 2008.

Begin this during the CONVO Process in 2007.

Cultivate a culture of truth.

The Quadrennial Theme is utilized to communicate issues and solutions of the church. (i.e., Living Well-2005, Serving Well-2006, Managing Well-2007, Ending Well-2008)

### **PEOPLE WHO NEED TO BE AT THE TABLE**

- Any member of the AMEC in good and regular standing.
- Presentation from all organized bodies of AMEC.

### **AMEC'S CHANGE STRATEGY**

- We must transition from a culture of misinformation to one of informational accuracy.
- Change this culture by establishing performance criteria for upward/outward mobility for Pastors, Presiding Elders, and Bishops.
- Encourage the sharing of membership information that is both historic and contemporary and find ways to acknowledge the truth of the information that is shared, and to let it be known that large numbers do not lead to promotion and/or advancement.
- Create definitions of membership (active & historical)
- Until we are willing to have a conversation about the process and content of what makes the AMEC a consecrated body of the church of God, a committee will not be effective in determining church culture.



## **STRATEGIC THRUST # 4: ENHANCE SPIRITUAL GROWTH & DEVELOPMENT**

***Recommendation # 1: Design and produce relevant and developmentally effective Sunday School curricula: engage/hire competent and skilled staff (writers) and commission.***

### **EXISTING PROCESS**

The Department of Christian Education provides materials for all educational work of the Church. They develop standards, prepare programs, and offer techniques of Christian Education in the local and general church in accordance with *The Doctrine & Discipline 2004*. Yes, the Department of Publications is authorized to publish relevant and developmentally effective curricula for the Church.

### **PROCESS FOR IMPLEMENTATION**

- See *The Doctrine & Discipline 2004* pg.167 – Section II.a – Department of Publications
- See *The Doctrine & Discipline 2004* pg.184-185 – Section II.f .2 - Department of Christian Education

### **PEOPLE WHO NEED TO BE AT THE TABLE**

- Secretary of Sunday School Union
- Director of Christian Education
- Writers Guild
- Director of Research and Scholarship
- Director of Leadership Education

We are looking for collaboration among these parties in order to implement the recommendation. How do we get these parties in the room?

- The Secretary of SSU is already empowered to mediate the process of gathering the proper parties for the meeting.
- The Director of Christian Education would be the lead on ensuring the quality through his/her staff and/or writers.
- This should be clearly supported by the Bishops' Council and Commission Chairs and the executive directors.

### **AMEC'S CHANGE STRATEGY**

To encourage the Director of the Department of Christian Education to ensure that published material (including the SSU curricula) has the highest possible quality of content.

Include a suggestion form in every Sunday School book that requests input on ways and information on improving the quality of the material. An annual feedback tool i.e. survey should be distributed that gauges the quality and usage of AME SSU curricula.

#### **STRATEGIC THRUST #4: ENHANCE SPIRITUAL GROWTH & DEVELOPMENT**

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We shall solicit quality material from our membership including but not exclusive to theological seminaries, members of our churches, and other economical means of material retrieval.

Seek to pursue some common ground with our sister denominations (i.e., CME, AMEZ, UM). We must find ways to enhance our existing partnerships to make Christian Education a priority in our church.

Develop a comprehensive budget plan, staffing program and vision of our Christian Education plan to meet the challenges of the 21<sup>st</sup> century. We shall equip our members to become effective membership and dynamic leaders through sustained financial support.

***Recommendation # 2: Develop a Marketing Strategy for AME Publications: to ensure that AME publications and website to reach homes, churches, colleges, seminaries, and other facets of society.***

### **EXISTING PROCESS**

Yes, there are strategies in place, however, it is suggested that a formal marketing strategy be developed to ensure a broader dissemination of materials

### **PROCESS FOR IMPLEMENTATION**

- Sunday School Union (AMEC Publishing House)
- Subscriptions, advertisement in church literature, AMEC website
- AME publishing house can buy materials wholesale and sell retail to AMECes

To improve the current process or structure:

- Suggest one satellite bookstore in each Episcopal District
- Explore the opportunity to franchise (placing bookstores at churches and seminaries)
- Create a business model for helping churches start an AME Publishing House franchise
- Use 3<sup>rd</sup> party bookstores and book websites (i.e., other church bookstores, Amazon.com, Barnes & Noble, Cokesbury, etc.)
- Create public relations & marketing
- Annual Conference Reports
- Educate our churches on what we have available at the bookstore
- PE to distribute the materials to the Pastors

### **PEOPLE WHO NEED TO BE AT THE TABLE**

- Episcopal Representation
- Department of Publications (*See The Doctrine & Discipline 2004 pg, 167, Section II.A.4*)
- Presiding Elder's Council
- Department of Christian Education
- Connectional Council – presidents or representative.

### **AMEC'S CHANGE STRATEGY**

- Encourage the Secretary of the Sunday School Union to organize marketing strategies through meetings and consultation.
- On an ongoing basis those entities that have the publishing house printing their materials will put on a subscription drive for membership.
- There shall be cross marketing through the other publications.
- Require the Presiding Elders to emphasize the importance of subscribing in each Quarterly Conference.
- Ensure that there are systems and procedures to track and monitor the delivery of publications throughout the AMEC.

***Recommendation # 3: Market and distribute materials for use throughout AMEC and the ecumenical community.***

**EXISTING PROCESS**

Yes - Currently being done at 500 8<sup>th</sup> Avenue South – the AME Publishing House. We need to confer with Dr. Barbour as to the direct procedure that is in place.

**PROCESS FOR IMPLEMENTATION**

Catalog and store at Publishing House

**PEOPLE WHO NEED TO BE AT THE TABLE**

- Commission on Publications (*Ingram*)
- Editors of all AME Publications
- AME Network – official and unofficial
- Christian Recorder
- Sunday School Union Materials

**AMEC'S CHANGE STRATEGY**

***Recommendation # 4: Provide training for leadership on all levels of the church.***

**EXISTING PROCESS**

Yes – currently being done through the Department of Christian Education.

**PROCESS FOR IMPLEMENTATION**

Name the process

**PEOPLE WHO NEED TO BE AT THE TABLE**

- General Board – Commission on Seminaries, Colleges, Universities and Schools (197)
- Bishop assigned to said Commission (*Richardson*)
- Commission on Publications (*Ingram*)
- Editors of all AME Publications

**AMEC'S CHANGE STRATEGY**

Facilitate a microcosm (diagonal slice) of AMEC leadership. In collaboration with Christian Education and Commission on Seminaries, Colleges, Universities and Schools, design a curriculum to meet the challenging needs of the AMEC leadership. Once the curriculum has been designed, conduct monthly workshops, web-based training, distance learning, etc.

**Recommendation # 5: Conduct a feasibility study to review the purpose, operational and editorial functions, roles, structure, efficiency, and staffing of all departments that publish and/or print publications for the AMEC.**

### EXISTING PROCESS

Yes, there is an existing process -Commission on Publications and through the reporting of Editors, Publisher of any producer of any or publication under the direct auspices of the General Conference or Bishops' Council.

However, there is currently no feasibility study taking place. It is the recommendation of the SPT that we look ...

### PROCESS FOR IMPLEMENTATION

See *The Doctrine & Discipline 2004* p167

### PEOPLE WHO NEED TO BE AT THE TABLE

- Commission on Publications (Ingram)
- Editors of all AME Publications

### AMEC'S CHANGE STRATEGY

- The editors will comply with *The Doctrine & Discipline 2004* to bring forth their work to the Commission on Publications.
- Electronic means of communication can be utilized to do the editorial process.
- Suggest that each one of editors of the publications would be given the responsibility to procure the editorial services.
- We should consider ways to partner with our other Pan-Methodist families
- With increased sales there may be a possibility for creating a salaried editor position.

## **STRATEGIC THRUST #5: ENHANCE ECONOMIC GROWTH & FIDUCIARY ACCOUNTABILITY**

### **Recommendation # 1: Submit Connectional Assessments**

#### **EXISTING PROCESS**

It shall be the duty of every minister holding a charge to collect the sum allocated to his or her charges annually for the maintenance of the church treasury (*The Doctrine & Discipline 2004* Section 1-page 251 par. 2)

In order that all members of the AMEC may share in its manifold ministries throughout the world so that the work committed to us may prosper, the Pastor in conjunction with the church finance committee shall institute an education process with local church members regarding the finances of the entire church and all its component constituencies: the connection, the Episcopal district; the Annual Conference; the Presiding Elder district and the local church.

So as to ensure the sovereignty of the AMEC's Treasury, in the event that a church shall fall short of its connectional responsibility, then other congregations in that Presiding Elder's District or that Annual Conference or Episcopal District shall provide for covering of any short fall.

#### **PROCESS FOR IMPLEMENTATION**

The Presiding Bishop of each Episcopal District shall be responsible for the submission, to the Chief Financial Officer, 60 days after the close of the General Conference and each year during the administration of the quadrennial, the amount of Connectional assessment paid by each Pastoral charge in his/her District.

1. See *The Doctrine & Discipline 2004* Section II, pg 225, 232, 251 ff
2. Monies → Church → Pastor → P.E. receives report → Episcopal District Treasurer → CFO

#### **PEOPLE WHO NEED TO BE AT THE TABLE**

- All members of the local church
- Presiding Bishop
- Episcopal District's Treasurer and Accountant
- Presiding Elders
- Pastors

**AMEC'S CHANGE STRATEGY**

An educational process will be instituted and implemented on all levels of our church (i.e., Episcopal District, Annual Conference and especially, the Presiding Elder Districts, and the local church) setting forth improved methods of accountability



***Recommendation # 2: Require that Presiding Elders, Stewards, and Pastors ensure that the Local Churches are in compliance with State, Federal, and Church laws, which include Community Development Corporations and General Operations.***

### **EXISTING PROCESS**

Yes, there is an existing process.

The Connectional Church must develop a *Standard Operating Manual and Pastors' Guide* that provides basic instructions for day-to-day church operations. These operations shall include all fiscal matters and issues of governmental processes of the particular jurisdiction.

### **PROCESS FOR IMPLEMENTATION AS IT RELATES TO STARTING A CHURCH**

It is the Presiding Elders responsibility to appoint an Economic Development Director in his/her District to ensure that their Pastors have what they need to start a church. (Also See *The Doctrine & Discipline 2004* Duties of the Stewards pg. 68 and Duties of Presiding Elder pgs. 116 and Pastors pgs. 104-112)

When it comes to the point of planting a new church, the Presiding Elder should make sure the Pastor and new members understand that state and federal documentation must be obtained and lead them through the process of said acquisition.

### **PEOPLE WHO NEED TO BE AT THE TABLE**

- Presiding Elders
- Pastors
- Steward and Trustee Boards
- General Membership

### **AMEC'S CHANGE STRATEGY**

The AMEC takes seriously its responsibility to operate in compliance with State, Federal and Church laws, by mandating that all Presiding Elders, Pastors and local church leaders be trained in these areas. Workshops, seminars, and printed materials will be utilized to enhance the process of this training. This new mandate on church compliance will thus assure that the AMEC will carry out its ministry within the scope of government and Church law.

***Recommendation # 3: Establish Minimum Educational Requirements for the Chief Financial Officer***

**EXISTING PROCESS**

There is a job description of the Chief Financial Officer found in *The Doctrine & Discipline* 2004 page 142, but there is no establishment of educational requirements.

**PROCESS FOR IMPLEMENTATION**

The Chief Financial Officer must have an earned B.A. degree in Business Administration or related field from a nationally accredited institution and/or possess a minimum of 15 years experience at a financial institution or financial management agency.

1. *The Doctrine & Discipline* 2004 Pg 142 – Section IV.e.2 – Job Description
2. If this process is not detailed enough, a process or structure should be developed in order to get the recommendation implemented
3. Establishment of Job Qualifications (Education requirements) – ref recommendation

When the job for a Chief Financial Officer is announced, the educational and experience requirements should accompany the announcement. The candidate should also demonstrate knowledge of the Church with some exposure to the inner workings of the Church.

**PEOPLE WHO NEED TO BE AT THE TABLE**

- Departments of Finance and Statistics
- General Board
- Bishops' Council

**AMEC'S CHANGE STRATEGY**

The AMEC now requires its Chief Financial Officer to possess a BA degree in Business Administration with a minimum of 15 years experience in finance. The AMEC will require the candidate for this office to submit a resume of his/her work and educational experience at least 30 days before the General Conference.

**Recommendation # 4: Increase the AMEC's Volume of Printing and Publishing**

**EXISTING PROCESS**

Yes, there is an existing process through subscriptions which are reported to the Annual Conference (but needs to be enhanced).

**PROCESS FOR IMPLEMENTATION**

1. Encourage all agencies and departments of the Church to use the publishing house as their primary publishing medium.
2. An incentive program is being implemented through a special subscription drive in each Episcopal District.
3. Take into consideration capacity, price, and turnaround time.
4. The AME publishing house should have their equipment assessed, budgeted, and brought up to industry standard (i.e., equipment to print in 7-part color).
5. Have the total AMEC Publishing House's operations assessed towards becoming more cost effective and competitive in its total publishing and printing operations within a bidding process.
6. Conduct an annual assessment of cost effectiveness of the department.

The Presiding Elder at each Quarterly Conference should remind the Pastor and the congregation to support the subscription drive.

**PEOPLE WHO NEED TO BE AT THE TABLE**

- Bishops, Presiding Elders, & Pastors, Lay Organization
- AME publishing house

**AMEC'S CHANGE STRATEGY**

The AMEC Publishing House must now be the primary medium for all AMEC publishing materials. The AMEC will provide educational material that represents our polity, doctrine and discipline, in addition to our theology, tradition and culture. The AMEC will mandate that every component of the church utilized the AME Publishing House.

***Recommendation # 5: Expand global economic growth opportunities and initiatives through accessing existing and future opportunities and exploring and preparing specific action plans.***

**EXISTING PROCESS**

There is no existing process.

In an effort to foster global economic growth opportunities in the AMEC, we must educate and inform members of the benefits of establishing and sustaining global economic opportunities that will assist in helping the church realize economic solvency without having to depend primarily on tithes and offerings.

**PROCESS FOR IMPLEMENTATION:**

Global economic growth opportunities in the AMEC shall be pursued by encouraging Pastors and church officers to attend economic development workshops so as to become and remain informed with regard to economic development in the establishment of church credit unions and church friendly relationships with banking and other financial institutions, investment firms, philanthropic groups, and partner with other community agencies. Additional expansion shall also be obtain by enabling Pastors and local church leaders to access existing and future Economic Development opportunities through the exploration of endowments, collaborative insurance, whether for local church property, members who own homes and other properties, automobile, group health and life insurance. Those churches desiring to access city, state and federal dollars to assist with outreach in their respective communities, should follow the Church Operation’s Manual and the Pastor’s handbook.

**PEOPLE WHO NEED TO BE AT THE TABLE:**

- Bishops
- General Board
- General Officers
- All Components of AMEC Church
- Presiding Elders
- Pastor
- Officers and members of the church

**AMEC’S CHANGE STRATEGY**

Global economic growth opportunities and initiatives are now part of the AMEC ministry.

The AMEC will prepare each local church by providing the training necessary to receive and engage in global economic growth opportunities. This will be done through seminars and other teaching opportunities as provided by the local church, Presiding Elders and Episcopal District.

## **STRATEGIC THRUST # 6: EMBRACE DIVERSITY**

***Recommendation # 1: Create and develop a nurturing environment of advancement of WIM.***

### **EXISTING PROCESS**

Yes, there is an existing process: See page 199, Section III, Part B, *The Doctrine & Discipline 2004*

#### **COMMISSION ON WOMEN IN MINISTRY**

The Commission on Women In Ministry shall support AME/WIM in furthering its mission to validate, support, enhance, and expand the presence of Women in Ministry in the AMEC, and assist AME/WIM in meeting its stated objectives. It shall encourage the leadership and membership of the AMEC to create increased opportunities for women in ministry to fully participate in the life and ministry of the AMEC.

### **PROCESS FOR IMPLEMENTATION**

Suggest the creation of a subcommittee under the Connectional Commission on WIM that will address diversity and advancement. (May require legislation)

Each subcommittee, on all levels of the church (Connectional, Episcopal District, Annual Conference, and Presiding Elder District) will provide information on strategies that will support and assist women in their roles in ministry, and will develop and/or identify advancement opportunities and processes.

Adhere to the Bylaws of the AMEC Women In Ministry (*The Doctrine & Discipline 2004*, p. 443, Section VIII, Article I & II) that addresses supporting and enhancing the presence of women in ministry as an integral part of the AMEC. Encourage all levels of the church, including local congregations, to voice their support for Women in Ministry.

### **PEOPLE WHO NEED TO BE AT THE TABLE**

- Bishops
- Connectional Commission On Women In Ministry (WIM)
- Executive Board of the Connectional WIM
- Episcopal District WIM Presidents
- Annual Conference and Presiding Elder District Coordinators of WIM
- Connectional Lay Leaders
- Presiding Elder Council
- Connectional Council Leaders
- Pastors.

### **AMEC'S CHANGE STRATEGY**

Changing the cultural climate to create an atmosphere and attitude for equal participation through:

## **STRATEGIC THRUST #6: EMBRACE DIVERSITY**

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- Encourage the WIM to consider a unifying slogan such as “Supporting WIM Supports the Church of Allen!”
- Advocate for the development of opportunities for women in ministry through partnerships, internships, and supervised practices of ministry, with licentiates and experienced Pastors through the Board of Examiners in consultation with the Presiding Elder.
- Educate the members of the congregations to support WIM through seminars and other training sessions.
- Advocate equal consideration for appointment of WIM to major charges.

**Recommendation # 2: Create, develop, and/or strengthen a nurturing environment of mentorship for the entire spectrum of ministry.**

## EXISTING PROCESS

Yes, there is an existing process as outlined in *The Doctrine & Discipline 200*: WMS – page 345, Article X, Section 6; p. 318, Article II Sections 1 & 2; YPD – page 379, Article II, Section 2; RAYAC – page 413, Article III; Sons of Allen – page 426, Article II; and, Connectional Music Committee, page 430, Article II; CONN – M – SWAWO plus PK'S, page 469, Article V, Section X, presently have provision in place for mentoring. The Lay Organization currently has a mentoring program, *The Brown – Williams Mentoring Program*, which has been proposed to be added to *The Doctrine and Discipline 2008* under the bylaws of the Connectional Lay Organization.

The CONN – M – SWAWO plus P.K.'S (The Connectional Minister's Spouses Widows and Widowers' Organization plus Preachers' Kids) is in the process of developing a mentoring program.

## PROCESS FOR IMPLEMENTATION

Create a subcommittee under the appropriate Connectional Commission that will address diversity and mentorship.

Each subcommittee, on all levels of the church (Connectional, Episcopal District, Annual Conference, and Presiding Elder District) will provide information on strategies that will support, assist, develop and/or identify mentoring opportunities and processes.

The Bylaws of the AMEC Women In Ministry (p. 443, Section VIII, Articles I & II) include support opportunities for advancement. The Connectional WIM should include the process as outlined in recommendation 1A.

## PEOPLE WHO NEED TO BE AT THE TABLE

- Bishops
- Connectional Commissions
- Presiding Elders
- Pastors
- Episcopal District Chairperson of the Board of Examiners or representative

## AMEC'S CHANGE STRATEGY

- Develop partnerships, internships, and supervised practices of ministry with all licentiates and experienced Pastors through the Board of Examiners in consultation with the Bishops and the Presiding Elders.
- Have Presiding Elders identify Pastors who have been effective in mentoring others.
- Create partnerships with licentiates and these experienced Pastors.
- Create a unifying slogan: "Mentoring Creates Unity. Let's Support Equal Access!"
- Conduct large group forums which will provide opportunities to support the mentoring partnerships. This also will provide opportunities to discuss questions, issues and concerns.

***Recommendation # 3: Encourage the inclusion of geographical and culturally relevant symbols of diversity during the worship experience to enhance unity.***

### EXISTING PROCESS

Yes, there is an existing process. Review the Public Worship and Rituals as outlined in *The Doctrine & Discipline 2004*, page 473, Part XIII.

### PROCESS FOR IMPLEMENTATION

- Pastors and Stewards are responsible for creating and implementing a diverse religious life in the church. Assessments of such are made through the church conference and leadership.
- Workshops and seminars at the District Conference, on the Presiding Elder District
- The following has been established:
  - Quadrennial theme was established after the 2004 General Conference (Living Well) as well as the themed poster and other related material.
  - The Anvil publication collects prayers, Bible studies, and sermons.

### PEOPLE WHO NEED TO BE AT THE TABLE

- Bishops
- Presiding Elders
- Pastors
- Stewards

### AMEC'S CHANGE STRATEGY

Suggest the gathering of various songs and worship styles from across the connection (geography, culture, language) to be included in an addendum to the AME Hymnal and other liturgical material.

Ask the General Conference to authorize an AME Music and Worship Festival that portrays the diversity of our Zion. Sojourners (14<sup>th</sup> through 20<sup>th</sup> Episcopal districts) shall be brought in from across the connection to perform at this event. Peoples of the Diaspora will bring their language skills, culture, instruments, and worship styles to potentially stimulate new works.



***Recommendation # 4: Incorporate inclusive language and involvement in the total life of the church.***

## **EXISTING PROCESS**

Yes, there is an existing process. Inclusive language updates are ongoing and are accomplished during the work of the Compilation Committee every four years, and the AMEC Writers' Guild as needed.

## **PROCESS FOR IMPLEMENTATION**

*The Doctrine & Discipline 2004* has been changed to be gender inclusive.

The Commission on Publications and Editors of all other AME Publications (i.e. WMS Magazine, YPD Newsletter, We Speak, Christian Education Magazine, etc.) review publications for inclusive language.

Ensure that statements in the printed material of the church do not infringe upon the sovereignty of other nations within the AME Connection.

## **PEOPLE WHO NEED TO BE AT THE TABLE**

- Bishops
- General Officers
- Editors of all AME Publications
- Editorial Committee of the Compilation Committee.
- Writers' Guild

## **AMEC'S CHANGE STRATEGY**

Encourage leadership to equally include individuals from every category of the church in all activities (i.e. programming, committees)

Create an instructional, videotaped presentation to demonstrate the contrast between exclusion and inclusion of individuals in the total life of the church.

Conduct sensitivity training sessions concerning the critical importance of inclusiveness.

An addendum on inclusive language shall be provided to address the issues of historical documents that will lose its authenticity if translated.

***Recommendation # 5: Identify, develop, and promote ministry specifically for individuals (or groups) with special needs.***

### **EXISTING PROCESS**

Yes, there is an existing process. The Church Conference (pg. 232), the Quarterly Conference (pg. xx), and the Annual Conference (pg. xx) all evaluate the ministry of the local church and Pastor and have the potential to determine if the ministry meets the needs of the constituents.

### **PROCESS FOR IMPLEMENTATION**

The Official Board, the Church Conference, the Quarterly Conference, Annual Conferences are empowered to develop ministries as needed for the local church. The challenge is to expand the scope of ministry in the context of the AMEC to encompass the ministries that God gives the church.

Those that need to be considered for inclusion are adults and children with disabilities.

### **PEOPLE WHO NEED TO BE AT THE TABLE**

- Bishops
- Presiding Elders
- Pastors
- Ministerial Assistants
- Stewards
- Church Conference
- Department of Christian Education
- Local boards of Christian Education.

### **AMEC'S CHANGE STRATEGY**

Educate individuals on how to assist individuals with special needs to have full access to the ministries.

***Recommendation # 6: Identify, develop, and promote other models of ministry (including Pastoral ministry).***

### **EXISTING PROCESS**

Although other models of ministry have been identified, there is presently no process in place to effectively implement these ministries. Therefore, the Strategic Planning Core Committee recommends that each Annual Conference develop a procedure for implementation and funding of said ministries. (Part II, Section 1, #7 pg. 15)

### **PROCESS FOR IMPLEMENTATION**

The General Conference should empower the Annual Conferences to develop and fund other models of ministry as needed. The Annual Conferences are empowered to develop and implement ministries as needed with leadership provided by the Bishops, Presiding Elders, and Pastors.

Other models of ministry are as follows: prison, chaplains, hospitals, Christian Education, Armed Forces, Street Ministry, etc.)

Seminary classes can be offered that will promote and provide training for other models of ministries.

### **PEOPLE WHO NEED TO BE AT THE TABLE**

- Bishops
- Presiding Elders
- Board of Examiners (members/consultants)
- Presidents of Seminaries

### **AMEC'S CHANGE STRATEGY**

Secure and disseminate information on ministerial opportunities in other models of ministry along with educational and certification requirements for these models.

Conduct workshops with all levels of the church concerning the various models of ministry. Compile and disseminate a brochure that depicts individuals who are engaged in various models of ministry.

This shall be referred to the CONVO 9 on Faith, Order, and Ministry

The Annual Conference should recognize diverse forms of ministry in appointment, accountability, and reporting.

Seek grants to fund the alternate programs of ministry as well as the ministers that will lead these ministries.

***Recommendation # 7: Constitute a delegated body that is representative of our diverse membership (i.e., culture, geography, language, age, gender, function) and is conducive to dialogue, debate, discussions and decisions in appropriate venues with adequate resources – REVISIT.***

(REFER TO THE COMMISSION ON SOCIAL ACTION)

### **EXISTING PROCESS**

Yes: The Committee on Global Ministry and Mission #

*The Doctrine & Discipline 2004* pg. 204 Global Development Council

### **PROCESS FOR IMPLEMENTATION**

- This is technically the job description of the Global Development Council
- Put this in the hands of the Global Development Council. (ref. recommendation #5)
- Consideration is to be taken for those that do not speak English.

### **PEOPLE WHO NEED TO BE AT THE TABLE**

### **AMEC'S CHANGE STRATEGY**

## **STRATEGIC THRUST # 7: IMPROVE EDUCATION, GROWTH & DEVELOPMENT**

***Recommendation #1: That the General Conference establish a Department of Higher Education. The General Board hire an Executive Director with adequate staff and necessary resources.***

### **EXISTING PROCESS**

There is no existing process

It may be found in *The Doctrine & Discipline 1968 or 1972* and can be used as a reference for the creation of the new department.

### **PROCESS FOR IMPLEMENTATION**

The Department on Higher Education will be amenable to the General Board.

Composition:

- (2) Persons from each Episcopal District appointed by the Bishop: (1) Ministerial and (1) Lay
- (4) At large positions elected by the General Conference: (2) Ministerial Representatives and (2) Lay

### **PEOPLE WHO NEED TO BE AT THE TABLE**

- General Board – Commission on Seminaries, Colleges, Universities and Schools (197)
- Research & Scholarship (*Rev. Dickerson*)
- All Bishops (Districts 1-20)
- Institution Presidents
- Chairman of the respective institutions boards Board of Trustees of Education Institutions
- Any higher education institution that receives money from the AMEC Connectional budget

### **AMEC'S CHANGE STRATEGY**

Explore the feasibility of establishing an Executive Director of Higher Education with budget, job descriptions, and other relevant factors that this position may require.

The SPT recommends that General Commission on Higher Education hire an Executive Director of Higher Education. This person would coordinate and plan all efforts regarding higher education with issues concerning

- Accreditation
- Funding
- Development of standards
- Assist institutions with Policy Development regarding educational systems of higher education
- Interpretation of the standards of the accrediting agencies
- Provide continuity of denominational standards among the educational institutions

## **STRATEGIC THRUST #7: IMPROVE EDUCATION, GROWTH & DEVELOPMENT**

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- Examine Job Descriptions of other denominations with similar positions already in existence. *General Board of Higher Education UMC.*

The Commission on Higher Education will establish an Executive Board of Higher Education—comprised of professional educators from schools and universities within the AMEC

- Purpose of the Commission:
  - Improve the quality of AMEC schools
  - Assist schools in building development capacity
  - Assist with institutional effectiveness (*evaluation, improvement and implementation*)
- Responsibilities of Commission: *Review the operations of the institutions annually and make a report to the General Board Commission on Higher Education*
  - Establish standards and procedures for excellence in the academic community
  - Establish processes necessary for creating vibrant and responsible student commissions
  - Review physical plant and recommend needed changes
  - Establish processes and procedures for sound financial managerial and reporting
  - Review the religious life on campus
  - Review resources, the property (assessment management)

The Executive Director of Higher Education will have access to all communications and recommendations of the accrediting agencies. The Executive Director shall:

- Assist in setting qualification criteria for all board members.
- Clarify which schools are operated and owned by the AMEC vs. those who are simply affiliated with the church.
- Review charters and bylaws of the schools for similarity or conformity within the documents – looking for common elements which will help simplify processes.
- Prepare for legislation to be submitted to appropriate boards effecting education.
- Provide a coherent coordinated effort to improve AME schools through self-study and strategic planning.
- Endeavor to seek financial funding from government and corporate services.
- Manage and support the President of all AME institutions.
- Receive all accreditation and audit reports.
- Provide a staff to help with the administration of the aforementioned duties

The members of the General Board of Higher Education must meet certain requirements to serve on that Board (i.e., people who have skills and understanding in governance, finance, documents, etc.).

The Department of Higher Education shall establish the guidelines for the selection of the candidates for the Executive director.

***Recommendation # 2: Provide proper training for Board Members of Higher Education Institutions to ensure training in accordance with applicable law and accreditation requirements.***

#### **EXISTING PROCESS**

Information not known – all pending approval of Recommendation #1. The Executive Director of Higher Education would help provide training materials and resources for the governing boards of all AMEC Educational Institutions.

#### **PROCESS FOR IMPLEMENTATION**

- Training should be a budget item for all Educational Institutions. The task of training Board members is the responsibility of the Executive Director of Higher Education. The expectation for training should be made known to all AME schools.
- It shall be the responsibility of the Department of Educational Institutions to provide training for each institutional Board of Trustees.
- The presidents of the school shall bring their methodology of training for their board membership.

#### **PEOPLE WHO NEED TO BE AT THE TABLE**

- Bishops with institutions within their districts (2, 3, 6, 7, 8, 10, 11, 12, 14, 15, 18, 19, 20)
- AMEC Institution Presidents
- Chairpersons of the respective institutions boards
- Individuals with expertise in self study and assessment processes

#### **AMEC'S CHANGE STRATEGY**

- Through seminars, retreats and workshops, properly train the boards of each institution, and provide board members with information about their duties and responsibilities.

***Recommendation # 3: Provide training for persons in leadership capacity in the local congregation, Presiding Elder District, Annual Conference, Episcopal District, and Connectional Church. (Institute for Church Administration and Management ICAM) Refer to the Department of Christian Education***

#### **EXISTING PROCESS**

The Doctrine & Discipline 2004, pg. 67-77, pg. 400 (Lay Organization).

#### **PROCESS FOR IMPLEMENTATION**

The Christian Education Department may through their annual meeting collaborate with relevant personnel agencies to develop a strategy for trainers and trainees.

#### **PEOPLE WHO NEED TO BE AT THE TABLE**

- Department of Christian Education
- Connectional Council
- Presiding Elder's Council
- Lay Organization
- YPD

#### **AMEC'S CHANGE STRATEGY**

A Pastor shall ensure that training for persons that may potentially serve in leadership 60 days prior to their nomination, election, and/or appointment.

Encourage Pastors to establish junior boards to ensure that new leadership will be properly trained for future leadership in the local church.

Suggest to the Presiding Elders to provide training at the Christian Education Congress

Suggest that the Connectional Department of Christian Education develop/update training manuals for the officers of the church and all church leadership.



***Recommendation # 4: Increase funding for AME Institutions of Higher Education.***

**EXISTING PROCESS**

The existing process requires institutions request funds through the Commission on Statistics & Finance of the General Board.

**PROCESS FOR IMPLEMENTATION**

Recommend increased budget allocation through Statistics & Finance of the AMEC. The Episcopal Districts where institutions are located should also provide more funding to Higher Education Institutions. In addition, Connectional Organizations (i.e., Lay Organizations and Missionary Societies) could be approached for financial assistance.

Where does the money come from?

**PEOPLE WHO NEED TO BE AT THE TABLE**

- Commission on Statistics & Finance
- Institution Presidents
- Chairman of the respective institutions boards
- Annual Conference representative
- Connectional Lay Organization
- Women’s Missionary Society
- Episcopal District representative where institution located
- Ecumenical Bishop or representative

**AMEC’S CHANGE STRATEGY**

- Establish an AME Educational Endowment
- Increase corporate commitment to AME Institutions for AME Institutions
- Grants
- Seek government grants for AMEC Institutions

**Recommendation # 5: Develop comprehensive and competitive written resources.**

### EXISTING PROCESS

The Commissions on Christian Education and Publications (Sunday School Union) have publications for sale and distribution and are currently responsible for the quality and scope of these publications. Other training and information publications (i.e., Lay Organization, Women's Missionary Society) are the responsibility of the organization that publishes the book, journals and/or magazines.

### PROCESS FOR IMPLEMENTATION

(Should remain with this track)

- The publications of the Sunday School Union, Christian Recorder, ME Review, AMEC hymnal, church school literature, General Conference, and *The Doctrine & Discipline 2004* shall be reviewed for quality of writing and trends of current issues facing the church and nation.
- Establish a board that is inclusive of all AMEC publications (*Lay and Women's Missionary Society—Journal of Christian Education, AMEC Review, etc.*).

### PEOPLE WHO NEED TO BE AT THE TABLE

- Sunday School Teachers
- Pastors
- Presiding Elders
- Sunday School Union
- Department of Christian Education
- Writers Guild
- Youth representative

### AMEC'S CHANGE STRATEGY

Develop comprehensive and competitive written resources for Church schools, bible study, discipleship & evangelism training, new member orientation, & AME polity as well as other literature as may be needed by the service agencies under this department. Include translations for Churches across language cultures on four continents. The department should hire staff writers and commission competent & qualified persons to author materials.

***Recommendation # 6: Create an Editorial Board that annually reviews publications of the AMEC and makes recommendations for the improvement of the quality of the material.***

### **EXISTING PROCESS**

There is no existing process in place.

### **PROCESS FOR IMPLEMENTATION**

The General Officers and editors of AME publications (i.e., We Speak, Missionaries, etc.) shall ensure that their documents and materials are biblically and theologically sound and culturally relevant.

The Writers Guild under the Department of Christian Education will serve as the Editorial Board of said Christian Education materials.

### **PEOPLE WHO NEED TO BE AT THE TABLE**

- Commission on Publications
- Editors of all AME Publications
- District and Annual Conference officers in Christian Education and Sunday School
- AME theological and professional religious educators
- Linguists (for cultural sensitivity)

### **AMEC'S CHANGE STRATEGY**

The Editorial Board will develop general guidelines to ensure biblical, theological, and cultural sensitive material. The Board will periodically review all material published by the Church.

The General Board Commission shall have the responsibility of establishing an Editorial Board. It shall also establish the need for funding the Board through the General Board. The commission members shall recruit well-qualified persons to serve on the Editorial Board.

Ensuring that the material is biblically based, culturally sensitive, and theologically sound material that is in adherence with AME polity.

***Recommendation # 7: Certify all AME teachers.***

**EXISTING PROCESS**

There is a certification process in place. The Department of Christian Education certifies Sunday School Superintendents, Teachers and Christian educators. Training occurs at regularly-scheduled events of the church (i.e., District Conferences, Mid-year Convocations, etc.).

**PROCESS FOR IMPLEMENTATION**

- Publish information in all current publications of the AMEC.
- Publish certification classes in *AMEC Magazine*, journals and papers (i.e., *Journal of Christian Education*, *Women's Missionary Magazine*, *Christian Recorder* and *Lay Magazine*).
- Planning meeting and Annual Conference.
- Christian Education Leadership Congresses

**PEOPLE WHO NEED TO BE AT THE TABLE**

- Bishops
- Presiding Elders
- Pastors
- Christian Educators at All Levels (Fellowship of Christian Educators)
- Youth Directors (i.e., YPD directors, youth ministry, etc.)
- Directors of Lay Activities
- Church School personnel

**AMEC'S CHANGE STRATEGY**

- The Department of Christian Education shall continue to market its program to each Episcopal district through the current certification program.
- Presiding Elders should encourage Pastors to have their Church School Teachers certified.
- CE inform the Connectional Church of the certification process and provide information on how this process can be programmed at the local level
- Make these certifications available online for persons in remote areas.
- Consider having connectional themed Christian Education Leadership Congresses.

## **STRATEGIC THRUST # 8: ENHANCE GLOBAL MINISTRY**

***Recommendation # 1: Establish Global Missionary Emergency Response Team(s).***

### **EXISTING PROCESS**

There is a partial existing process (Pg 169, Section 2 - 8). The SPT recommends that the Department of Global Witness and Ministry work in conjunction with the Episcopal Districts to identify individuals who will become members of the Global Team.

A Task Force shall be set up in each Episcopal District to invite and screen those with emergency response expertise. Each Episcopal District shall submit to the Office of Global Witness and Ministry the following: (1) Clergy and (2) Lay, one of which shall be a youth.

Those names submitted should have some expertise in emergency response in one of the areas of need (Ministry, Clergy, Administration, Logistics and Medical, temporary housing, emergency food/water and related supplies, communications and other support services). The Director will have the final say in the selection process of the total 36. There shall be established an Advisory Board which should include the Chairpersons of various committees under the emergency response team, namely ministry, clergy, administration, logistics, medical and representation from the WMS and LAY.

The entities shall work together to develop procedures in partnership with other appropriate agencies (i.e., SADA, Red Cross, World Vision, United Way, Bread for the World, Church World Service, insurance companies, legal assistance, local law enforcement and governmental authorities, etc.). The Department shall coordinate with said agencies to accomplish training and development of emergency protocols.

### **PROCESS FOR IMPLEMENTATION**

The Department of Global Witness and Ministry shall convene a meeting to begin the process of implementation. The thrust of the meeting of the Global Witness and Ministry Advisory Board will be to establish and confirm a time line for Episcopal District submission of names to the Department of Global Witness and Ministry. This process should begin at the Bishops' Retreat in January 2008. The Episcopal Districts would then have until the end of March 2008 to submit the names and resumes/vitae to the Department of Global Witness and Ministry. The Department would then have until the June 2008 Bishops' Council/General Board to submit the final 36 person team.

At the presentation of the final team(s), the Director shall present a proposed time line for training and development of procedures and partnerships with SADA, Red Cross, World Vision, United Way, Bread for the World, Church World Services, etc.

The Director of Global Witness and Ministry shall also present the proposed budget for the operation of the emergency response team.

The Department shall work to establish a Global Ministry Emergency Response Fund. Each member of the AMEC would be asked to donate \$1 (U.S. currency), twice yearly towards this Emergency Response Fund. Ten percent of the funds collected shall be placed in an endowment fund to ensure there will always be money for the work of emergency relief. NO

## **STRATEGIC THRUST #8: ENHANCE GLOBAL MINISTRY**

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ONE KNOWS WHEN AND WHERE A NATURAL DISASTER WILL STRIKE, THERE IS ALWAYS A NEED.

Note: Need \$750k annually to establish a support team. (Current budget for travel \$30k), three (3) teams should be established – (1) active, (1) stand-by, (1) reserve; 12 members comprising each team: (3) ministry, (1) clergy, (2) administration, (2) logistics, (4) medical, recommend (1) youth to serve on each team.

### **PEOPLE WHO NEED TO BE AT THE TABLE**

- Department of Global Witness and Ministry (GWM Advisory Board)
- WMS
- Bishops' Council
- Health Commission
- Lay Organization
- SADA

### **AMEC'S CHANGE STRATEGY**

The recent string of natural disasters has set the foundation for change in this area (Hurricane Katrina, Tsunamis, Earthquakes, Fires, Mudslides, and, Flooding, etc.). To get the attention of the Connectional Church, we recommend a national ad campaign that states, "YOU COULD BE NEXT!!" To continue the thrust toward proactive response, the ad campaign should be used in the local churches and participate in the International Disaster Day (During the month of October).

To keep the membership informed of the Global and District Response Teams, a professionally-made video that introduces the "YOU COULD BE NEXT!" ad campaign should be ready for presentation to the body and ready for distribution at the seat of the 2007 General Board/Bishops' Council.

***Recommendation # 2: Provide a more caring, supportive presence where there is a need globally.***

### **EXISTING PROCESS**

There is no existing process. The SPT recommends the Department of Global Witness and Ministry work in conjunction with the Episcopal Districts to establish two response teams (Emergency First Response Team & the Long Term Care Team).

### **PROCESS FOR IMPLEMENTATION**

Each Episcopal District shall have two teams, Emergency First Response Team and the Long Term Care Team.

Each Episcopal District should establish Emergency First Response Team(s) (Team A). These teams would undergo training established by the Global Ministry Team.

The Episcopal District should also have a Long Term Care Team (Team B), which will provide the long-term care solutions. This team shall carry out the implementation of the programs established by the Emergency First Response Team(s). The Long Term Care Team(s) will coordinate & administer local resources. The Episcopal District will identify individuals within the District who bring clinical skills to assist in the psychosocial after-care of the Response Team and affected individuals.

The Episcopal District will develop a resource bank of individuals that identifies those individuals with emergency response skills (not limited to immediate care, but those who can assist in the rehabilitation phases).

### **PEOPLE WHO NEED TO BE AT THE TABLE**

- Those with Emergency Response Training as selected by the Episcopal Districts
- WMS and its partners (internal and external)
- SADA, Red Cross, World Vision, United Way, Bread for the World, etc.

### **AMEC'S CHANGE STRATEGY**

The Presiding Elder District(s) should be the nuclei for the resource banks. The motivation would be in knowing that there are capable individuals on hand to provide for the short and long term care in the event of an emergency. This would go hand in hand with the Ad campaign, "YOU COULD BE NEXT!!"

***Recommendation # 3: Establish internal and external partnerships for Global Ministry***

**EXISTING PROCESS**

Coordination is needed with the existing process of expansion work underway in the 16<sup>th</sup> Episcopal District. The SPT recommends the Departments of Global Witness, Church Growth & Development and Christian Education work together with the 16<sup>th</sup> Episcopal District to establish/expand the AMEC in Latin America and French speaking areas.

**PROCESS FOR IMPLEMENTATION**

The Departments of Global Witness, Church Growth & Development, and Christian Education in coordination with the 16<sup>th</sup> Episcopal District shall conduct a feasibility study of the Latin American continent and identify specific areas for church planting.

Then, the Departments should plant and financially support congregations in that area for at least two years. The Departments of Global Witness, Church Growth & Development and Christian Education would provide oversight and resources for the planted congregations. The congregations shall remain a part of the Departments for at least two years.

The establishment of internal and external partners would be at the discretion of the Department of Global Witness and Ministry.

**PEOPLE WHO NEED TO BE AT THE TABLE**

- Bishops' Council
- Department of Global Witness and Ministry
- WMS, Lay Organization, Young Adults - RAYAC, YPD, and Youth
- All AMEC components and/or societies

**AMEC'S CHANGE STRATEGY**

The challenge is to change the mindset and be motivated to accept the biblical mandate to "Go and make disciples of all nations."

The AMEC should revisit the "Great Commission" as the new Quadrennial Theme for 2008-2012.

Explore the possibility of establishing AMECs in the US among immigrants from the Caribbean and Latin American countries (as expansion areas for the Church). They should share partnerships with the 16<sup>th</sup> Episcopal District to identify persons that are linguists that can help in the development of liturgy materials for Caribbean and Latin American church plants.

Note Examples: Expansion of the Church in Central America: Department of Church Growth & Development – Provide Evangelism; Department of Global Witness – Provide for needs; Department of Christian Education – Provide teaching for maturing and growth in the faith. Endowment – goals \$100,000 by 2008. External partners include: Public partners – CWD, NCC, ABS, and WCC. Private partners include: sponsors, philanthropy, foundations, and grants.