

A window of information for Seventh-day Adventists in Alberta

## West Edmonton Gets New Pastor

**W**e are delighted to welcome to the pastoral ranks of the Alberta Conference and to the West Edmonton church, Pastor & Mrs. Eustace Williams. Pastor Williams comes to us from the island of Jamaica via the United States. While in the US he worked as a Psychiatric Counsellor and completed a Master's degree in Counselling Psychology from Andrews University in August of last year. He also holds a Master's degree in Religion and a Bachelor of Theology degree from West Indies College.

Eustace started pastoral ministry with the Central Jamaica Conference in 1981 where he served for 11 years as a pastor/evangelist in various pastoral districts. He is a very capable, responsible leader who believes in tapping the leadership potential of lay members and utilizing their talents and gifts for ministry. During his tenure as pastor in Jamaica, he gave leadership to the organization of two new churches and conducted various training workshops and seminars for church members. Pastor Williams, an ordained minister, enjoys public evangelism, having conducted and participated in several city-wide and church crusades.

Marcia, his wife, is an accomplished secretary with an associate degree in Office Administration from West Indies College. She served as an office secretary for several organizations including a law office, local conference, college student affairs office, and as assistant to four professors at Andrews University SDA Theological Seminary.



Pastor Eustace Williams with his wife Marcia with their children, Melissa and Nimal.

Marcia and Eustace met while he served as associate pastor at her home church. It all started when Eustace developed an apparent "eye problem"—it seemed he couldn't take his eyes off Marcia ... well, the rest is history. Of course, a part of that history now is two lovely children, Melissa, age eight and Nimal, age five. Melissa attends Coralwood Adventist Academy and loves it. Nimal currently is being home-schooled.

The West Edmonton church is very pleased that the Williams have joined their congregation. They have already begun to appreciate Pastor Williams' warm and caring leadership and pulpit ministry. We wish the very best for West Edmonton and their new pastoral addition.

The Editor, AAN



Alberta Conference  
45th Constituency Session

College Heights, AB  
April 30, 1995

***"Christ would have His followers brought together in church capacity, observing order, having rules and discipline, and all subject one to another, esteeming others better than themselves."***  
*Testimonies, Vol. 3. Page 445.*

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# Alberta Conference Directory

## Executive Committee

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Business hours: Monday - Thursday  
8:30 a.m. to 5:00 p.m.

\*Conference resource room open during  
business hours.

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## The President Writes ...

**O**n Friday evening March 3, I was invited to an earliteen event at the College Heights church. It was not a usual meeting because it was the beginning of a 24-hour fast where the youth were focusing on helping Tiara and her family. Tiara is six years old and has not been able to walk since birth. She had to go through radical surgery to give her an opportunity to walk.

There are many financial challenges to Tiara's mother and father, and so the earliteens, led by the youth leaders, helped raise over \$1,200 for the family. I could see clearly that these youth enjoyed making a positive difference in the lives of people (see photo below).

At both Parkview Adventist Academy and College Heights Adventist Junior Academy a trend is developing to involve students in service projects. I know this is happening in other schools as well. Chinook Winds for instance is taking a group of students to Mexico to help in an orphanage construction project.

Instead of just studying theoretical aspects of religion, students are being exposed to what the Bible calls "True Religion." I commend the direction that these youth and education leaders are taking. Youth must find their place in ministry and service to make their Christian experience vital to their lives.

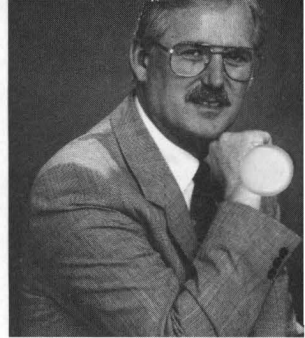
How can churches inspire their youth? How can youth feel a part of the life of the church even when there aren't many youth present? I would like to suggest meaningful outreach projects by the church to the community or perhaps coordinating a youth missions outing. Naturally this would be in the context of spiritual emphasis that will help build a closer walk with God.

Just over a year ago the church published the results of a self-study world wide. At least 50 percent of Seventh-day Adventists, including unbaptized children, are under 30 years of age. How can the church benefit from this dynamic resource? Recently the North American Division announced the development of an Adventist Youth Corp to provide opportunities for service and encouragement for youth to dedicate a year of their life to ministry and mission.

Much depends on what happens in each local church. Is the church interested in developing church worship and programs that include and inspire youth? Are there youth leaders that show an interest in creative ministries for youth.

We are pleased when the youth of the church can be in Adventist schools and be inspired there to be a part of the advancement of God's kingdom. However, there are many youth not in our schools, and they must find meaningful involvement, friendship and fellowship with the church family as well.

I am encouraged as I see youth, Pathfinder, and Adventurer leaders all over the conference demonstrating outstanding commitment to the leadership of these age groups. May 1995 be a banner year for youth involvement and inspiration. I challenge each church leader to make sure it happens in their church.



Don Corkum

Don Corkum



## Around the Conference

**Convention '95** — For several years the Alberta Conference has decentralized its training events. Instead of having people come to Foothills Camp, departmental directors go to various locations and conduct conventions for training. With all departmental leaders and some guests participating in the training as many as 15 seminars are held on one day.

One such convention was held in Calgary on January 13 and 14. Over 200 church members in Calgary came and benefited from seminars on youth, family life, health, evangelism, leadership and other areas of ministry. Guest speaker for the weekend was Steve Case of "Piece of the Pie" ministry in California. His experience, insights and resources were helpful to many church youth leaders.

Another convention was held in Grande Prairie. Several training seminars were conducted with many from the Peace area churches in attendance. Red Deer is the location for the next Convention. Details in next issue of AAN.



Steve Case lead in the discussion of Christian standards.

### Two Births at Wetaskiwin

— On Dec 7, 1994, a baby girl, Carmen was born to Paul and Ruth Dempsey and on November 12, 1994, Warren Hartman was born again of water and the Spirit into the Wetaskiwin church by baptism. Pastor Andre Beyde conducted the baptism on his first Sabbath as pastor of the church.



Lorraine Richter,  
Wetaskiwin

### College Heights Baptism

— Kathleen Hrenevich was baptized by Pastor Dan Jackson in the College Heights church December 3, 1994. The congregation was pleased to accept another young person into the fellowship and membership of the church. God bless you Kathleen, and all our youth who are tomorrow's leaders for God.



Levern Krenzler,  
College Heights

### Ordination

— Ordination of Patsy Trefz as an elder of the Sedgewick Church on January 7, 1995. (L to R: Dale Jones, Pastor Frank Johnson, Nadine Grovet, Patsy Trefz)

Glen Carley, Communication Secretary, Sedgewick



### Joint Ordination

— On January 4, 1995 the Sherwood Park church and the Edmonton Korean company held a joint ordination service. Pastor Jim Burgess and Pastor Young Lee officiated as David Collinson and Soo Bok Goo were ordained as deacons in their respective congregations. The deacons received the support of their church members through the many warm wishes received after the service.

Carol Dunfield, Sherwood Park





### Organ Dedication —

The members of the Seventh-day Adventist church in Lloydminster gratefully accepted this Baldwin Encore

organ donated by Brian and Mary Ann Smith of Calgary.

Mary Ann, not a Seventh-day Adventist, donated this organ when she learned that the Lloydminster church didn't have one.

*L. Fay Nicodemus, Communication Secretary, Lloydminster*

### Sylvan Lake Adventist Honored by Community —

Edna Mannerfeldt, a long-time resident of the Marianne area, and a member of the Sylvan Lake SDA church, was the recipient of the

Benwood Recreation Board's 1995 Volunteer Recognition Award. She served as director for the Sylvan Lake Food Bank for seven years during which she organized food drives and created a public awareness for the program.

Edna is described as "a volunteer who quietly extends her commitment and devotion to the community as she works to make it a more caring place."

Mrs. Mannerfeldt was presented the award for her outstanding contribution to recreation and culture in the Benwood community at the Board's Annual General Meeting, January 7.

*Adapted from Red Deer County News*



*(L to R) Pastor Jim Burgess with Mrs. Lillian Tarapaski and her husband Mike.*

**Sherwood Park Baptism** — On Sabbath, December 10, 1994, Mrs. Lillian Tarapaski of Redwater, Alberta dedicated her life to Christ as she was baptized by Pastor Jim Burgess. Her husband Mike and the congregation of the Sherwood Park SDA Church shared her happiness. She was warmly welcomed into fellowship after the service.

*Carol Dunfield, Communication Secretary, Sherwood Park*

**Women in Network (WIN)** is the vision of a small group of ladies, doing together what could not be done singly. There is a spiritual bond between them which gives the ladies a desire to reach out to others.

Organizer Patsy Trefz, from the Sedgewick church, along with Margaret Dibben, Wendy Archbold and Shelley Redekopp felt a spiritual bond that they wished to share with other women. The WIN conferences were the answer to this desire to reach out to other women. Those in attendance were from different parts of the County of Flagstaff, as well as others who came from Coronation, Stettler, Calgary and New Sarepta. The conference theme, "Feel Alive in '95," offered paraffin heat therapy, a blood pressure test and low fat eating advice.

During the break periods, women were able to fill out a health age questionnaire, part of a computer health age program donated by the Alberta Conference Health Department. In total approximately 73 ladies completed the questionnaire.

*Adapted from Sedgewick County News Press*

**Dedication** — The Onoway SDA Church recently had the pleasure of dedicating four children to the Lord. On September 24, 1994, Aaron Vevoda, son of Peter and Chrystal Vevoda and Timothy and Brandon Blizcenko, sons of Walter and Christina Blizcenko were dedicated by Pastor John Blake. On November 12, 1994, Brandon Hertwig, son of Paula and Michael Hertwig was dedicated by Pastor John Blake. We praise God for these special children and pray for His continued guidance as their parents endeavour to "train them up in the Lord."

*Linda Wilkinson, Communication Secretary, Onoway*



## Tithe & Offering Report

We have closed the financial books for 1994. Our tithe report from the churches shows that the Alberta Conference had a gain of 1.42%. Considering the present state of the economy we are thankful for this increase. Our mission giving was down by 5%. The Alberta Advance offering was down just a few dollars from 1993. The comparative amounts are as follows:

	1993	1994	Inc(decr)
<b>Tithe</b>	5,374,932	5,451,223	1.42%
<b>Missions</b>	391,236	371,594	(5%)
<b>Alberta Advance</b>	283,178	282,463	(.25%)

To each member of the Conference we wish to say thank-you for your financial support during 1994. God has granted each of us many blessings. Our responsibility is to use these blessings to benefit others and advance His work on this earth.

*Keith Heinrich  
Treasurer*

## The Way I See It

**T**here is nothing in life that is guaranteed - except death and taxes. Life is a gamble. But why do some people seem to win more than others? I believe that it is because these people know how to stack the odds in their favour.

For instance, every Adventist parent would love to have their children love the Lord, go to church and someday go to heaven. The truth is that many of our kids end up leaving the faith. It is also true that children are 85 percent more likely to stay in the church if they a) go to our church schools, b) have daily family worship, and c) regularly attend church. If children do not have these advantages they are 85 percent more likely to leave the church. This is such a dramatic difference that it cannot be ignored. It seems to me that parents who do not encourage their children to participate in church programs are actually engineering the defeat of their goals.

The way I see it anyway.

*Bruce Proud, College Heights Church*

## DON'T MISS CAMPMEETING 1995

**Here's What's Happening!**

*Theme: United in Christ*

### Daily Schedule

- 6:30 AM Leon Cornforth (Sabbath-Tues)
- Dwight Hilderbrandt (Wed-Sabbath)
- 9:00 AM Jim and Sally Conway, Family Life (Mon-Thurs)
- 10:45 AM Bill Liversidge, Bible Study Hour (Mon-Thurs)
- 4:30 PM Aileen Ludington, Health Presentation (Mon-Thurs)
- 7:00 PM Roland Hegstead (Mon-Thurs)

*More Details  
in Next Issue of AAN*

### First Sabbath

Lee Venden

### Second Sabbath

Garrie Williams

### Seminars—2:15-4:15 PM

- Louis Torres—Lay Preaching
- Jim and Sally Conway—Family
- Aileen Ludington—Health
- Leon Cornforth—Lay Witnessing
- Harold Coffin—Creation
- Bill Liversidge—Sanctuary

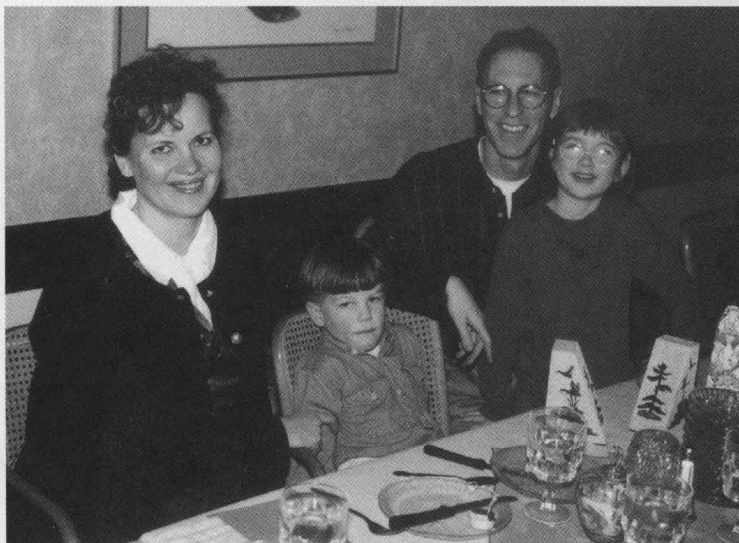
Please check with your head elder for a Camp Meeting registration and accommodation form.

## Bryan Lee Farewell

Bryan Lee, Youth Director of the Conference for three years, has accepted a call to Kingsway College, Oshawa, Ontario. Bryan gave excellent leadership to the youth in the Conference. As a result of his hard work, we have seen the youth camp program more than double in attendance during those years.

The Lee family moved to Oshawa in late March. We assure them of our prayers as they take up their new responsibilities there.

*Don Corkum, President*



*The Lee family at the Conference office farewell for them in Red Deer.*



## Nominating Committee Met April 9

**T**he Nominating Committee for the upcoming Constituency Session on April 30 met on Sunday, April 9 prior to the Session as provided by the Bylaws. The meeting took place at the Conference headquarters in Red Deer at 10:00 am. Elder Orville Parchment, President of the SDA Church in Canada chaired the Committee. The primary work of the Committee is to nominate the three officers and Executive Committee members for the next triennial term. The Committee will present its report to the delegates prior to the Session. The report will be adopted when the Session meets on April 30 at College Heights.

The following is a list of the members of the Nominating Committee selected last July:

Elder Orville Parchment Oshawa 905/433-0011	Gordon Hussell Tofield 662-4402	Ralph Robinson Edmonton 484-7464
Pastor John Adams Calgary 242-7648	Jeanette Jerzak Smoky Lake 383-3810	Tennyson Samraj College Heights 782-7379
Alex Belinsky Medicine Hat 527-4793	Jon Jeske Edmonton 466-0023	Deborah Silva Edmonton 478-9159
David Bell Sylvan Lake 887-5377	Ben Lacanilao Lethbridge 329-4831	Ferne Stewart Fairview 835-2135
Penny Dreger Red Deer 342-5428	Lawrence Letniak Veteran 575-2214	Jean Stonecypher Calgary 247-6673
Pastor Bruce Hayward Grande Prairie 532-1613	Melane Mullings Calgary 782-3980	Christine Zinner Millet 387-4163
Raul Hernandez Lacombe 782-4612	Pastor Ron Nelson Sylvan Lake 887-2751	

## Cooking School in Grande Cache

**W**ith the encouragement and support of Dr. Don King and Joyce Wasylshen of the Alberta Conference, I ventured out into what has proven to be a very rewarding experience—my first ever Weimar Newstart Homestyle Program.

When I realized that I would have to be the lone instructor, I knew I would have to depend on the Lord for wisdom and strength.



*From left to right: Carolyn Petrie, Colleen Grose, Iris Wegner, Cyndy Skelstrom and Aileen Albersworth.*

I remembered “that there is no limit to the usefulness of the one who by setting self aside makes room for the Holy Spirit and lives a life wholly consecrated to God.” Also “that angels are eager to use our voices.”

Provisionally, at the time of my decision, an ad appeared from Community Adult Learning Council in Grande Cache School District asking for an instructor for a cooking course. The high school home economics room available was more than adequate and the coordinator, Jo Sharlow, couldn't have done more to help us. Thanks also to Charlotte Openshaw of Fairview, Juanita Pittman of Spirit River, both Weimar instructors, for their advice and material.

The ladies that responded were just great! They were eager to learn a more healthful lifestyle. Their response made our time together a truly fun time. One lady's husband said that if she would cook the vegetarian way, he would stop hunting and further that he would even go to the next cooking school. Two participants have serious health problems and were wanting to learn how to eat healthier. We are planning to get together for “mall” walking in the Recreation Centre and to finish our Weimar course.

I want to especially thank Gordon, my husband, for his support — the stories he told, running the video and keeping me on track. If God is calling you to do something, then go for it. God is more than able.

*Gordon & Aileen Albersworth, Grande Cache*

## Canadian Union College Alumni Homecoming Weekend

June 9 - 11, 1995

### Weekend Guests include

Four By Grace and  
Ron Hyrchuk from Bakersfield, California

**Honoured Classes:** 1945 and earlier  
1950, 1955, 1960, 1965, 1970, 1975, 1980, 1985, 1990

**For more information contact:**  
The College Relations Office Phone (403) 782-3381  
Fax (403) 782-2455

## Adventist Riders

Do you have a motorcycle and wish to ride with other Christians? There is an option to the Christian Biker's Association. **Sonriders** is a club organized specifically by Adventists for Adventists and their Christian friends. The Adventist philosophy is exemplified in our functions. Several day and weekend events are scheduled for this summer including trips to Jasper, Montana and Banff. A special retreat weekend is being planned for June 23-25 at Foothills Camp.

If you would like further information, please contact one of the club executives:

*Bruce Proud (403) 782-4996*  
*Ron Wombold (403) 782-7765*  
*Bill Halyrevich (403) 782-6161*

## A Spiritually Packed Weekend



GC World President, Elder Robert Folkenberg, receives a warm welcome from Lacombe Mayor, Mr. Charlie Budd at the Hands Across the World seminar February 3-4 at College Heights church.

The weekend was packed with music and special speakers such as Rob Pearsall and Jose Rojas for youth and Walter Pearson for the adults. An open forum with Elders Folkenberg, Orville Parchment, Al McClure, Mike Ryan and Jose Rojas gave opportunity for attendees to speak to issues in the church.

## Alberta Conference Upcoming Meetings & Seminars

### Community Service Federation

April 23, 1995, 10 a.m. to 3 p.m.  
Chinook Winds Academy, Calgary  
Guest Presenter: Elizabeth Thurber

### Women's Ministry Weekend

April 28-29, 1995  
With Rose Otis, GC Women's Ministry Director  
Friday night - Leduc SDA Church  
"Coming Close to the Power Source"  
Sabbath am - Millet AgriPlex "Claiming the Legacy"  
Sabbath pm "Women Across Cultures", a family feature  
Sat. night - Benefit concert /Peace Hills Adventist Academy  
For further details contact (403) 352-2414/ 352-6734.

### Hope and Healing

by Gail Baumbach & Charles Hodgins  
April 28 & 29, 1995  
Chinook Winds Adventist Academy  
Seminar identifies origins, characteristics and the impact of abuse. Even more, it will encourage the process of healing through Biblical principles and the power of Christ.  
Registration: \$25.00

### Alberta Native Ministries Day

April 29, 1995  
Pineridge SDA Church  
A unique Sabbath day highlighting the frontier work in Native education and ministries in the conference.

### Willow Creek Leadership Conference

May 16-20, 1995 - Barrington, Illinois  
Registration fee: \$180 (Cdn)/person; hotel extra  
Deadline: March 21, 1995

### Alberta Conference Native Campmeeting

June 9-11, 1995 - Foothills Camp  
Guest Speaker: Bill Needham  
Music: Buffalo Lake Gospel Singers

### Wetaskiwin Youth Rally

August 25-27, 1995  
Wetaskiwin Seventh-day Adventist Church  
Camping Sites & Facilities Available  
Speaker: Pastor Cindy Tutsch, Washington Conference  
Specials: Sabbath afternoon activities  
Musical Concert featuring SDA Youth  
Sunday morning pancake breakfast  
Sunday recreational activities  
Sponsored by the Wetaskiwin SDA Church /AB Conference



# Dateline 1995

## April

- 1 Central Convention '95, Red Deer
- 4 Church Ministries Council, Red Deer
- 9 Nominating Committee, Red Deer
- 17 **Office Closed - Easter**
- 21-24 PAA/CUC Board, College Heights
- 21-23 CUC Graduation, College Heights
- 22 Calgary Evangelism Rally with Leo Schriven, Chinook Winds
- 26 Secretaries Day
- 30 ALBERTA CONFERENCE CONSTITUENCY SESSION

## May

- 7 Conference Executive Committee, Red Deer
- 9 Church Ministries Council, Red Deer
- 12-Jun 24 Dan Bentzinger Evangelistic Crusade, Edmonton
- 19-21 Pathfinder Camporee
- 22 **Office Closed - Victoria Day**

## June

- 4 Conference Executive Committee, Red Deer
- 6 Church Ministries Council, Red Deer
- 9-11 Native Camp Meeting, Foothills Camp
- 11-12 SDACC Board, Oshawa
- 29-Jul 8 General Conference Session, Holland

## July

- 3 **Office Closed - Canada Day**
- 7-15 CONFERENCE CAMP MEETING, Foothills Camp
- 12 Conference Executive Committee, Foothills Camp
- 16-23 Blind Camp, Foothills Camp
- 23-30 Adventure Camp, Foothills Camp
- 30-Aug 6 Junior Camp I, Foothills Camp

## August

- 6-13 Junior Camp II, Foothills
- 7 **Office Closed - Alberta Day**
- 10-13 ASI Convention, Spokane, WA
- 13-20 Teen Camp I, Foothills Camp
- 20-25 Teen Specialized Camp, Foothills Camp
- 25-27 Wetaskiwin Youth Rally

## Did You Know?

That on February 18, *the largest audience to gather for public meetings in the history of the Seventh-day Adventist Church* gathered in 676 locations across North America, linked by satellite, to kick off **Net '95**. Of the 66,000+ who heard the first presentation by Evangelist Mark Finley, only 3,000 were at the Chattanooga, Tennessee Convention Center "uplink site." On closing night, it was estimated that at least 30,000 people were in attendance in nearly 700 satellite-linked sites across North America. Finley reports that in Chattanooga there were 247 decisions for Christ with 161 people already baptized and 86 planning to be in the next group. Early reports from across the division indicated that an average of 15 new members might be added to each church that participated in the crusade.

That after many years, **AY (Adventist Youth)** Sabbath afternoon programs are being held at CUC. It started several weeks ago through the vision of some CUC/PAA students, under the leadership of Lloyd Wilson, who make up the AY committee. AY is youth speaking to youth on relevant issues as well as providing inspiration and youth-led involvement. A *Gospel Concert* is planned for April 15.

That Ada Barrientos is **the first woman** to be elected as president of the Central American Adventist University in Costa Rica. Ada, 41, who holds a Masters from La Sierra University, was serving as education director for the El Salvador Conference at the time of her election.

That **Calvin B. Rock**, General Conference Vice President, was the fifth Seventh-day Adventist to be inducted into the Martin Luther King, Jr. Board of Preachers and Collegium of Scholars at Morehouse College, in Atlanta, Georgia. Morehouse, founded in 1867, is the oldest of the historically Black educational institutions in the United States and is part of the Atlanta University Center.

That the following individuals will *represent Alberta as delegates* to the upcoming **General Conference Session** in Utrecht, Holland, June 29-July 8, 1995: Don Corkum, Linda Calderbank and Cynthia Campbell.

That the new VOP Bible lesson, **Discover** is "*soaring off the charts.*" That's what is happening at the Voice of Prophecy Bible School, according to Lonnie Melashenko, VOP speaker. The Bible school has sent out 100,000 lessons of the new course in just the past four months. The sudden surge may be caused by more than just the new course. "There is a deepening interest in spiritual insights," say Melashenko.

That Seventh-day Adventists in Sydney, Australia and other anti-smoking groups plan to campaign for a **smoke-free Olympics in Sydney** in 2000.

That nearly 2,000 callers flooded the Review and Herald Publishing phone lines after Adventist physician, Donna Willis and health consultant for NBC's Today Show, introduced the **vegetarian food guide pyramid**, created by Merle Poirier, to morning viewers. The food guide is available from the Alberta Conference Health Department and the ABC.

That **Winning Your Kids Back From the Media** is an upbeat inspiring video series to help families tone down the media racket and tune into each other and God. Speaking before a live audience, Dr. Quentin Schultze, prolific writer and popular speaker, sheds the light of God's Word on your family's media habits. He reaches teens through adults with humorous anecdotes, straightforward teaching and warm encouragement. Package includes a five-part video and a leader's guide. Publisher, Gospel Films, Inc., P.O. Box 455, Muskegon, MI 49443. For more information call (800) 253-0413 or (616) 773-3361. Price, \$49.95 U.S.

That **1-800-SDA-PLUS** expanded its service to members, pastors and church leaders who will be able to access the 800 PlusLine number toll-free throughout the United States and Canada. PlusLine is quickly becoming the clearing house for ministry information in North America. Whether you're looking for ministry tools, speakers, seminar events, research reports, church schools, soul-winning materials, addresses, and other hard-to-find ministry-related information, PlusLine is ready to help you cut the red tape.

That **COMPUSERVE SDAs ON-LINE**, the new SDA computer forum, has been up and running for several months now. Several hundred people have registered and are actively networking in one or more of the ministry areas. The Town Hall is a popular section where personal messages can be exchanged. Cost, \$15 per month. For more information, or to order, call 1-800-253-3000.





Thru / Apr. / 95

# REPORT OF THE GOVERNANCE COMMITTEE

## ALBERTA CONFERENCE OF THE SEVENTH-DAY ADVENTIST CHURCH

*The following is adapted from the Final Report of the Governance Committee which was delivered to the Executive Committee of the Conference on February 26, 1995. The Executive Committee subsequently voted to accept the report in principle and voted to proceed with the implementation of its recommendations. A copy of the Final Report with all attached appendices has been sent to each local church. Also note that the section on Results is expanded in more statistical detail than contained in The Final Report.*

*The Editor, AAN*

### BACKGROUND

#### 1.1 Historical Perspectives

In 1990, following the General Conference Session, attempts were made to address structural change at various levels of the church organization. Studies in governance with a view to "rightsizing" the organizational structure were begun by different entities of the church. It was in this climate that the Alberta Conference saw the need for doing the same. The Seventh-day Adventist Church in Canada (Canadian Union) also decided to do a governance study about the same time. The motivation for these studies was to have the most effective and efficient organization possible for God to use in expanding His kingdom.

Another factor of urgency to do the governance study came in the Spring of 1993 when the Financial/Statistical Review Committee met to review the performance of the previous church year. It was reported at that time that about 50 percent of the working capital of the Conference was depleted in one year and it became obvious that expenses had to come more in line with income. But what expenditures should be cut? What are our greatest priorities in the Conference program? Although ideas were solicited from the Executive Committee and the Financial/Statistical Review Committee members regarding priority areas of our work, it was determined that a study should be done.

Thus in the fall of 1993 the Executive Committee established the Governance Committee which began its work at the beginning of 1994.

#### 1.2 Committee Process

The composition of the Governance Committee included seven lay persons—Gerald Northam, Chair; Myrna Belyea, Vice-chair; Ben Boettcher, Deva Doss, Archie Palinka, George Robinson, and Caroline Taylor; one pastor—Ken Wiebe; and the three Alberta Conference officers—Don Corkum, Don King, and Keith Heinrich. It was agreed that when voting, each member had one vote except for the Conference officers which had one vote among them.

The work of the Committee was guided by the draft Workplan (see Appendix A, a copy of which is attached to the Final Report sent to churches) and handled by the following sub-committees for major work divisions:

1. Literature Review  
Ellen G. White  
General Conference Policies  
"Church structure - servant or master?"  
by Robert Folkenberg.
2. The Committee reviewed the existing structure of the Alberta Conference and a current organizational chart was provided to the Committee for the purpose of comparison with other structures.
3. Review of other SDA organizations - including 58 SDA conferences in the North American Division. The Committee also examined other SDA organizations, including the governance structures of educational institutions.
4. Other major church organizations' governance structures.
5. The committee also collected baseline information through in-depth interviews and questionnaires (details in section 2 of this report), communication, program reviews, and evaluations.

The findings of these sub-committees are integrated throughout the report and form a substantial basis for the document. Furthermore, the Committee sought to ensure that the report and its recommendations remain consistent with Union, Division and General Conference policy, including the *Church Manual*.

The full Committee met 15 times and addressed the draft Workplan in its entirety with only a few modifications. The major modification was in the area of the questionnaires where a single



**Laurie Dunfield, an Executive Committee member, presents Certificates of Appreciation to Gerry Northham (left), and Myrna Belyea (right) chair and vice chair respectively of the Governance Committee.**

questionnaire with added sections for each of the special areas was used rather than a series of questionnaires.

The draft Workplan called for a review of the preliminary report by the Executive Committee. The preliminary report was presented to the Executive Committee on February 1, 1995. The Executive Committee recommended several changes to the preliminary report. These have been included in the final report to the Executive Committee.

### 1.3 Terms of Reference

The following terms of reference were adopted at the outset of the Committee process:

**Purpose:**

1. To develop options and to make recommendations to the Conference Executive Committee on a more effective governance structure for the Alberta Conference.
2. To define the changes necessary to implement the revised organizational structure.

**Objectives:**

1. Review and understand the current organizational structure of the Alberta Conference.
2. Review and understand the history of Governance in the Seventh-day Adventist church and the changes that other Adventist entities have/are considering making.
3. Develop flow charts for the organizational structure of the conference.
4. Develop methods of reducing the cost of church administrative operations in the Alberta Conference.
5. Determine the greatest needs the local church has from the conference.
6. Develop options for the organizational structure of the conference.
7. Prioritize options and select one in consultation with the Conference Committee.
8. Develop a communications plan to ensure that

conference workers and members are informed of the work of the committee.

9. Consider the boundaries of the "conference."

***"The Committee sought to ensure that the report and its recommendations remain consistent with Union, Division and General Conference policy, including the Church Manual."***

**Organization:**

The committee is chaired and co-chaired by lay members of the committee. Members of the conference staff will provide support as required by the Committee.

**Accountability:**

The Committee reports to the Alberta Conference Executive Committee.

**Meeting Schedule:**

It is anticipated that the work of the committee will commence in January 1994 and will complete its work by January 1995. Full committee meetings will be held regularly at the call of the chair and subcommittees will be called by the respective chairperson. (All meetings were held as open forums).

**Location of Meetings:**

Full committee meetings will be held in Red Deer. Subcommittees will be divided between Edmonton, Calgary and Red Deer depending on membership.

# DATA COLLECTION AND PROGRAM IDENTIFICATION

## 2.1 Background

In the early spring of 1994, a sub-committee of five members from the Committee was formed and charged with the construction and administration of a questionnaire to the constituency, and to gather and analyze the data.

To assist in developing a meaningful questionnaire and to improve the completeness of the response from the constituency, it was determined that, prior to construction, to conduct in-depth interviews with a cross section of the constituency. In all, 55 people were interviewed. They consisted of the entire Governance Committee, the entire Conference Executive Committee, all Conference departmental directors, some Conference staff, teachers, pastors and 10 thought leaders, including youth. After careful analysis of all the interviews, the sub-committee narrowed down the areas and types of questions to be included in the general questionnaire.

## 2.2 Responses

The responses to the questionnaire were as follows:

1. General Questionnaire - Of the 825 questionnaires sent out, 210 were returned undeliverable. Of the remaining 615 questionnaires, 221 valid responses were returned. This represented a response rate of 36 percent.
2. Teachers Questionnaire - Of the 55 questionnaires sent out, 22 valid responses were returned. This represented a response rate of 40 percent.
3. Pastors Questionnaire - Of the 40 questionnaires sent out, 23 valid responses were returned. This represented a response rate of 58 percent.

These percentages of responses are considered very high for a survey by mail which generally has a response rate of about 15 percent.

## 2.3 Results

An analysis of the data provided a picture of the priorities and concerns of the constituency. It will provide an effective information tool for the Executive Committee, administration, the departmental directors, and the local program planners in setting the direction and allotting resources in the future. Although the Committee studied the data enough to determine its recommendations, a more detailed review of the data needs to be conducted to fully appreciate and utilize its information. However, here are some of its findings, beginning with a list of demographic characteristics describing the respondents to the survey:

### 1. Demographic Data

Of those who responded, 83% were lay members and 17% were employees (pastors and teachers).

About 90% of respondents attended church at least once every two weeks in the last 10 years.

About 70% were 40 years of age and older and most received some post secondary education (60%) and four-year college education (25%).

Women comprised 60% of the respondents and 13% identified themselves as ethnic minorities.

Married persons constituted the majority (72%) and one in two respondents had a household income of \$25-60,000.

A majority of those who filled out the questionnaire (65%) reported attending a church with 100 or more members. In particular 37% attend large churches of 250 members or more with only 11% attending small churches with less than 30 members.

A typical Adventist respondent in the study could be described as female, white, married, in her 40's with a household income of \$25-\$40,000, had some post secondary education and attends on a weekly basis the church of a medium size between 100 and 250 members.

## 2. Local Church Needs - Spiritual Growth

The following Spiritual Growth factors are *ranked in order of importance* along with percentages of whether these factors are perceived to be *happening or not happening* in the local church:

	Factors	Percentages	Happening
1.	Fellowship of caring members	74%	Yes
2.	Meaningful prayer meetings	56%	Yes
3.	Pastoral visits	61%	No
4.	Deeper understanding of Spirit of Prophecy	52%	No
5.	Emotional counselling	55%	No

## 3. Local Church Needs - Involvement in Sharing the Gospel

The following factors on Involvement in Sharing the Gospel are *ranked in order of importance* along with percentages of whether these factors are perceived to be *happening or not happening* in the local church:

	Factors	Percentages	Happening
1.	Small group ministry	62%	Yes
2.	Community activity - hospital visits etc.	69%	Yes
3.	Friendship evangelism	51%	No
4.	Building personal assurance of spiritual worth	53%	Yes
5.	Bible Studies, witnessing training	52%	Yes
6.	Public evangelism	69%	Yes
7.	One to one visitation	51%	Yes

4. Local Church Needs - The Local Church as Dynamic Spiritual Centre

The following Local Church as Dynamic Spiritual Centre factors are ranked in order of importance along with percentages of whether these factors are perceived to be happening or not happening in the local church:

Factors	Percentages	Happening
1. Sharing personal experience in worship	60%	Yes
2. More creative worship	57%	Yes
3. Training members for outreach	68%	No
4. Involvement in youth evangelism	61%	Yes
5. More up-beat musical worship	53%	Yes
6. Pastor seen as only spiritual leader not administrator	53%	No

5. Programs and Ministries

The following programs are ranked in order of importance along with percentages of whether these factors are perceived to be happening or not happening in the local church. Also listed are the levels at which the respondents say the programs should be conducted, that is, L-Local, D-District, R-Regional, C-Conference:

a. Laity

Factors	Percentages	Happening	Level
1. Youth leadership training	64%	No	D
2. Christian Education	85%	Yes	C
3. Camp Meeting	94%	Yes	C
4. Community organization involvement	61%	No	L
5. Outreach to public school	54%	No	L

b. Pastors

Factors	Percentages	Happening	Level
1. Christian Education	85%	Yes	L
2. Annual public evangelism	80%	Yes	L
3. House to house visitation	88%	No	L
4. Camp meeting	100%	Yes	C
5. Involvement in community organization	57%	No	L

c. Teachers

Factors	Percentages	Happening	Level
1. Christian Education	83%	Yes	L
2. Youth leadership training	83%	No	C
3. Involvement in community organization	80%	No	L
4. Praise - Youth Rallies	100%	No	R/C
5. Camp Meeting	100%	Yes	C

6. Local Church and Pastors

All of the following factors were answered affirmatively by both laity and employees and ranked in order of the strength of their response:

1. Pastors should make regular visits to members — 88%
2. Local church should have autonomy — 85%
3. Pastors should delegate administrative duties — 82%
4. Local churches should interview pastors before appointment — 76%
5. Understand clearly the role of the church in community — 72%
6. Local church should conduct public evangelism annually — 66%
7. Pastors present the three angels message with clarity and certainty — 65%

7. Important Skills Expected in Pastors

The following skills and attributes for pastors were ranked in order of importance by the total respondents:

1. Spirituality of pastor
2. Preaching skills
3. Soul winning
4. Nurturing
5. Training members for ministry
6. Pastoral counselling
7. Administrative skills
8. Social graces such as dress and etiquette

8. Who Should Conduct Evangelistic Meetings?

The following factors were ranked in order of importance by the total respondents:

1. Local pastor to conduct evangelistic meetings
2. Invite a guest evangelist to conduct meetings
3. Members to conduct evangelistic meetings

9. Role of Conference Office Personnel as Related to Structure

From the questions asked regarding the role of the Conference office personnel as related to structure, the following three items received the strongest level of response:

1. Seventy-three percent of respondents felt that the conference should contract out some of its services that require expertise.
2. Of the total respondents, 68% believed the Conference — as compared to pastors or lay members — should coordinate programs which implemented at the regional level.
3. Sixty-three percent say the Conference office should be evaluated for possible relocation.

10. Finance

1. Seventy-four percent as compared to 26% said that administrative and overhead costs such as employment of workers should not exceed a fixed ratio.
2. The Conference's financial support for both CUC (63%) and the local church schools (57%) should remain at current levels.

11. General Issues

Several general questions were asked regarding issues of interest to many. The following is a list of the items *with the strongest response rate*:

1. Late teens should be given responsible positions of leadership in the local church — 93%. (*This constituted the highest response rate for any one item in the entire survey*).
2. Women should be allowed to play major roles in church leadership — 86%.
3. Though 83% of the respondents would not be willing at this time to volunteer on a full-time basis in soul winning, 13% said they would.
4. About 68% of respondents said they would be willing to train church members in the areas of their expertise.

2. Pastoral Growth and Professional Development

A separate supplementary questionnaire was sent to each of the pastors and teachers. There was a strong response from pastors pointing to the need for opportunities for personal growth and professional development. Pastors also expressed the need for a clearer understanding of expectations of the local church and the Conference. Teachers also emphasized the need for personal and professional growth development including the concept of sabbaticals.

While the average member in Alberta had little understanding of the inner workings of the Conference organization and administration and neither did he/she have any real desire to know, some wanted to see greater communication on expectation and performance of the office personnel and how the system can give the laity a more "visible" sense of participation.

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***A typical Adventist respondent in the study could be described as female, white, married, in her 40's with a household income of \$25-\$40,000, had some post secondary education and attends on a weekly basis the church of a medium size between 100 and 250 members.***

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# NEW MODEL FOR GOVERNANCE

## 3.1 Spiritual Emphasis for New Governance Structure

As a church family, Seventh-day Adventists believe in the soon coming of Christ and accept as their commitment and responsibility the task of seeing the message of His love and grace shared with all humanity. We are challenged by this momentous task and recognize that we need strong, dedicated spiritual leadership to respond to this mission.

In reviewing the current roles of the Executive Committee, officers, departmental leaders, pastors, and teachers, and in listening to the comments and observations of constituency members, the president, and pastors, the Committee believes that a shift in the emphasis of roles was necessary. Current administrative tasks of the Executive Committee and President could be redirected to other administrators (in the case of the Conference) or from pastors to elders and church members (in the case of the churches). This would allow more time and energy to be spent by the Executive Committee and the President in vision casting and leadership and pastors in their own spiritual and professional growth and development. This would more effectively streamline the Conference leadership and pastoral workforce to prepare constituents to achieve the following note-worthy outcomes:

1. A Christ-centred, relevant, joyful spiritual life.
2. A mission-driven, inclusive, and accepting membership characterized by having a passion for creative evangelism.
3. Church growth created by community-driven worship and outreach that is measured by Sabbath attendance exceeding book membership.
4. Strong visionary leadership.
5. Greater two-way communication between the local church and Conference.
6. Christian education that provides for the spiritual growth needs of students and teachers.
7. An increased stewardship of finances.

## 3.2 Process of Development

The Committee reviewed the current literature on governance. Several prominent authors were considered in detail. The first reviewed was Christopher Wilson who writes on the role of board and administrators and how their roles interlock. Material from Mike Talbot and Associates, organizational development consultants, was reviewed for its emphasis on strategic planning, policy and problem-solving within a governance structure. The major work, however, related to John Carver who is a noted authority on governance and the way that boards can become more effective. This material was reviewed in detail and is attached. (*See Appendix H, a copy of which is attached to the Final Report sent to churches.*)

The responses to the questionnaire were evaluated to determine how many of the issues identified were a product of the governance structure and how many were a result of the management actions or programs. The questionnaires gave significant rise to concerns that the organizational structure was a cause, or a contributing cause, to what the respondents to the questionnaire identified as shortcomings in the Conference program.

The models that follow were developed with the concept that the membership, either of a local church or the Conference, was at the head of the organization. Their needs are paramount in the establish-

ment of the programs that should be offered. These programs should be dictating the types of services that are required to support the programs. Such programs should be the determinants of where and what services should be offered.

It also became clear through the questionnaires that these programs need not be centralized and that we could gain much by utilizing expertise in programs that are currently located in churches or vested in individuals located throughout the Conference. This would necessitate a shift from a centralized Conference-driven program base to a de-centralized voluntary or stipened expertise base.

The complement of programs need not be centralized, but should be de-centralized, tapping the resources within the Conference. Could it be that the time has come to adjust our thinking in regard to the role of the local church as it relates to year-round programming? We have prided ourselves that each local church has a department for every area of ministry in the church. We have tried to be a "jack-of-all-trades" and ended up as "a master of none" some would say. Maybe we need to have more "specialized churches" that run only programs for which they have the resources and the expertise. In that way, the Conference can earmark each year the special programs requested by churches with expertise and provide funding for those

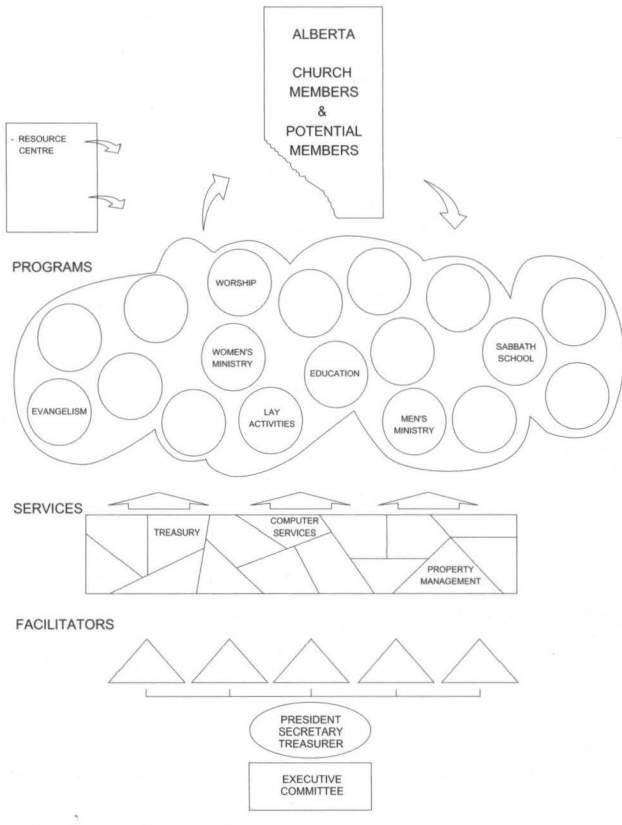
***"When programs are specifically tailored to the needs of the church and the area in which the church functions, the role of the pastor changes to one of a facilitator/trainer empowering the local board and the membership to take responsibility for the mission and vision of the church."***

specific needs. Application for funding could be received by the Conference in much the same way as applications for evangelism funding are currently received.

The roles of the departmental/service directors in the new Conference structure will be that of a facilitator. They are promotional people, not administrators. They would be the contact persons between the North American Division resource pool and the local church. They would spend time in training volunteers primarily for the programs that have been voted and funded rather than spreading themselves thin throughout the Conference. This would require a clear delineation of roles and functions.

Within the church model, pastors must take a more active role in the training of church members and the implementation of action plans for specific programs within their area or district. When programs are specifically tailored to the needs of the church and the area in which the church functions, the role of the pastor changes from that of resident expert and centre of operations to one of a facilitator/trainer empowering the local board and the membership to take responsibility for the mission and vision of the church. This approach will encourage attendance at church services as well as baptismal increase.

Diagram of Conference Governance Model



### 3.3 Implications of Models

The above Conference models and Local Church models are based on the following management principles:

#### 3.3.1 Membership-centred Ministry

Central to the model is that the programs that will be offered by the church, either at the local level or at the Conference level, will be based on an assessment of the needs of the membership. The questionnaire process undertaken by the Committee was a beginning in this respect. This body of information will need to be further analyzed by the Leadership Team (comprised of officers and facilitators or departmental/service directors) to determine specific programs that the membership desire. A preliminary review of that data by the Committee was useful in determining that there is a difference between the current program offerings and that desired by the membership as indicated through the questionnaire.

The evaluation of the needs of the membership is an ongoing process which is the responsibility of the Leadership Team. To ensure that the programs offered are meeting the needs and desires of the membership, this group will need to develop a method to monitor the needs. This will be one of the major challenges of the Leadership Team. There is a variety of techniques which can be used such as a questionnaire as utilized by the Committee, informal meetings with clergy, planning discussions at the Executive Committee, feedback during visits to the local churches, feedback from the pastoral team, input from the church as a whole during camp meeting, and utilization of regional representatives.

Many of the concerns identified in the questionnaire process and the interview process indicated a strong feeling that there were many needs of members not being met.

#### 3.3.2 Modified Program Management

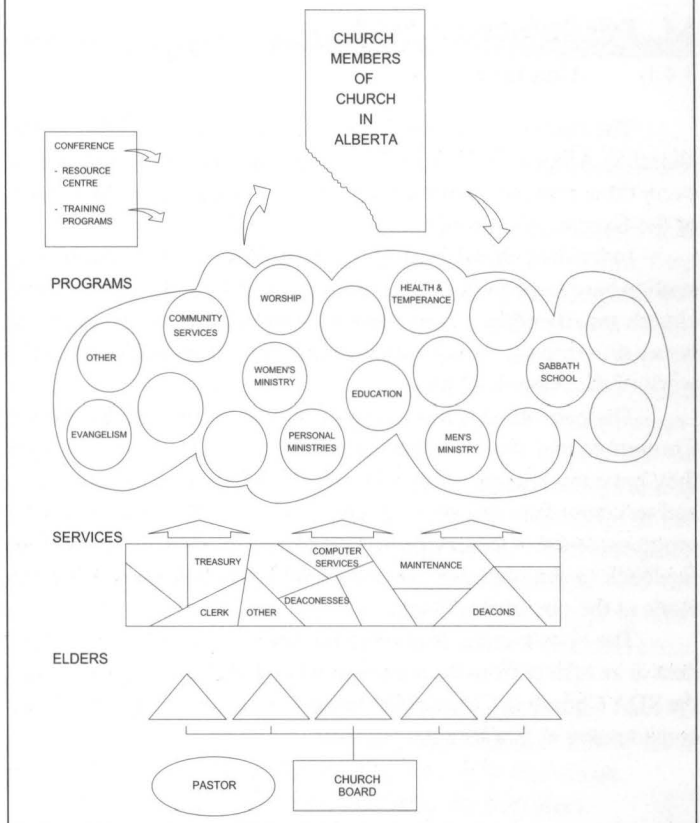
The premise of program management is that individuals directing programs have the resources, authority, and responsibility for a segment of the operation of an organization. Attached to this responsibility is the latitude to develop the program to meet the needs at the level at which service is delivered. Inherent in the concept of program management is the thinking that those delivering the program are the most knowledgeable and closest to the action. As a result, adjustments can be made in the programs so that the needs of the people being served can readily be met or modified as those needs change.

Programs are added, modified or disbanded based on the evolving needs of the membership. They are to be viewed as fluid and responsive to a changing environment. The success or failure of programs are viewed, not in the processes involved but in the desired outcomes and how well they are attained. By focusing on outcomes rather than processes, individual initiative and ingenuity is encouraged. The role of facilitators is to cheer the local program directors on and to train and encourage them in their innovation as they attempt to reach the goals outlined by each of the programs.

#### 3.3.3 De-centralized Decision-making to the Lowest Level

One of the current concepts in management is the empowerment of workers as a method of creating greater employee satisfaction and productivity. One of the main concepts in voluntarism is to have the

Diagram of Local Church Governance Model



volunteers involved to a greater extent in the determination of their workload and their contribution. When you couple these two ideas together in a program management utilizing volunteers you have a powerful opportunity to provide a varied range of programs by an exciting, enthusiastic and qualified group of individuals at a cost less than could be provided by paid personnel centrally located. With the authority to make decisions at the point of service, you increase the potential of the programs being significantly more responsive to the needs of those being served.

#### 3.3.4 Parameter Based Decision-making

As you move toward a decentralized decision-making approach, it is important that the individuals at those lower levels have a clear understanding of what types of decisions they can make and cannot make. This is generally done through the setting of parameters.

In the model being proposed, the facilitators (department directors) in consultation with the rest of the Leadership Team would establish the parameters for each of the ongoing programs. These parameters would include the spiritual nature of the programs, the type of outcomes desired, the budget allowed, and the reporting relationships. The local program directors would then have the latitude to develop the program and the methods of delivering it as long as they stay within the guidelines or parameters approved by the team. This allows for latitude in the implementation and provision of programs to match the uniqueness of the individuals providing the programs. This will also relieve the Leadership Team of the development, monitoring, and direction of those programs. It multiplies their effect by utilizing the local program directors in the area of their expertise. It also helps to provide for the overall thrust of the mission of the Conference.

### 3.4 Role Definitions in New Model

#### 3.4.1 Constituency

The church in Alberta is governed by the membership of the church in Alberta. This is done through constituency sessions held every three years or by special constituency meetings held at the call of the Executive Committee.

Individual churches elect representatives to the constituency session based upon a formula recognizing individual churches and church membership. These representatives vote on a variety of issues presented at the constituency and the actions taken direct the work of the Alberta Conference.

The constituency has the responsibility to elect an Executive Committee and the President, Secretary, and Treasurer. Further they have the responsibility to provide direction on the programs and services of the church in Alberta. This includes the approval for programs and services, evaluation of those programs and providing feedback to the churches for which they represent regarding the work of the church in Alberta.

The constituency is chaired by either the Conference President or an officer from the next higher level of church organization, the SDA Church in Canada (Canadian Union) as determined by the constituency at that Regular Session.

#### 3.4.2 Executive Committee

The Executive Committee acts in the place of the constituency between Regular Sessions. The Executive Committee is the highest decision-making body outside the constituency. They, in turn, delegate authority and responsibility within parameters that are carefully and prayerfully outlined to the three officers, President, Secretary and Treasurer. These officers, in turn, establish parameters in which the rest of the Facilitators and office personnel function and define goals upon which they will be evaluated.

The major role of the Executive Committee is that of governance. Within that role they act on behalf of those that have elected them and have a major responsibility for measuring their performance, setting their governance structure, internal discipline and envisioning the future. They may choose to accomplish the overall direction for the Conference by delegating parametered authority to the administrative officers, and certain board/committees such as Education, Personnel, and Finance. They also have a responsibility to communicate the status and progression of the work of the church to the membership of the church.

Furthermore, the Executive Committee has the obligation to fulfil a fiduciary responsibility, guard against undue risk, determine program priorities and generally direct the organizational activity. The Executive Committee is also obligated to ensure that the Leadership Team of the Conference observe its board policies and operate within the parameters that have been established. This is generally termed "assurance of executive performance."

The Executive Committee sets parameters for the President, Secretary and Treasurer to operate within and receive reports from them to ensure that those parameters are not overstepped. In this way the Executive Committee need not involve itself in day-to-day operations and can direct its efforts to strategic visioning, long range planning, and planning for unique needs of specialized areas within the Conference. This type of plan may change the format and frequency of meetings.

#### 3.4.3 Administrative Council

The Administrative Council is composed of the three elected officers of the Conference, President, Secretary and Treasurer.

The purpose of the Administrative Council is to develop a strategic vision and to present it to the Executive Committee for review, refinement and approval. It is in this forum with the Executive Committee that the strategic plan becomes a reality and that the needs of the Conference membership are taken into consideration. The Administrative Council is responsible for ensuring that the Conference is responsive to the peculiar needs of the various areas of the Conference and to adjust the strategic plan to best utilize the resources of the Conference. The officers are charged with establishing the parameters for the Facilitators and defining the goals upon which they will be evaluated.

The role of this group is that of leadership, both in the administrative functions and in the spiritual direction of the Conference.

The Administrative Council is a committee of equals with the President assuming the lead role.



### 3.4.4 Role of the President

The President's focus is the spiritual leadership of the church. He will assume less day-to-day administrative responsibilities than the position has in the past allowing him to take on additional work with the pastors and local church leaders. He will continue to represent the Conference in an administrative capacity at other levels of the church organization, but will, where possible, delegate general administrative responsibilities and other areas which can be appropriately represented by the other two officers.

In order for the President to be able to respond effectively to the change in the focus of the role from that of an administrator to that of a true leader, and in the spiritual and professional development of the workforce, the following is recommended:

1. The President is to set the tone of spirituality for the entire Conference.
2. The President must personally be obsessed with the mission of winning souls to Christ and to disciple them.
3. The President must be a visionary.
4. The President will be charged with translating the vision and mission of the church into a plan which will take the mission to all Albertans.
5. The President will consult with the Executive Committee in setting, on an annual basis, the policies and parameters that will provide for the vision and mission of the constituency to be fulfilled.
6. The President will be available to the pastors and will set an example for them in the leading and developing of their parishioners.
7. The President will assist the pastors in their professional development as trainers of church members.
8. The President will sit only on major committees.
9. The President will represent the Alberta Conference at the Union, Division and General Conference meetings as required for the necessary communication, networking and leadership relationships.
10. The President is the Chief Executive Officer of the Conference.
11. The President may act as chairperson of the Executive Committee meetings if so chosen by the Executive Committee.

In order for the President to effectively fulfil the above role it will be necessary for the following responsibilities to be redirected and the following changes to take place:

1. The day-to-day administration of the conference, depending on the nature of the work required, will become the responsibility of the Secretary or the Treasurer.
2. The President's attendance at, and the responsibility for, many of the Conference committees will no longer be required or feasible.
3. The constituency will be encouraged to direct any non-mission focused needs and comments to the Secretary or the Treasurer, depending on the comments, and not to the President.

4. The President will no longer take ownership of any concerns that are not directly focused on the vision and mission of the church - that of preparing the constituency for their obligation to assist in sharing with Albertans Christ's soon return.

### 3.4.5 Roles of Secretary and Treasurer

The Secretary is primarily responsible for ensuring that all legal regulations are adequately cared for and that the official requirements of the church and its employees for documentation, service records, constituency and statistical reports are met. This position will assume a greater role in the day-to-day administrative operations as well as provide assistance to the pastors in their work with the pastoral group.

The Treasurer, as a third member of the Administrative Council, will assist in the goals of the Administration Council and provide support for the pastoral and teacher workforce.

The primary responsibility of the Treasurer is in the fiduciary preservation of assets and the financial reporting of the Conference.

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***“The Executive Committee need not involve itself in day-to-day operations and can direct its efforts to strategic visioning, long range planning, and planning for unique needs of specialized areas within the Conference.”***

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### 3.4.6 Leadership Team

This group includes the officers and the Facilitators or departmental/service directors.

The Leadership Team operates within the parameters which have been set for them by the Executive Committee. In turn, they set the parameters for the local program directors and are guided in fulfilling this obligation by the parameters that are given to them. To accomplish this they approve programs, review a slate of candidates for the program director positions and allow those individuals to operate within the parameters given. Their responsibility is to intervene in those programs only when crises or operational requirements dictate. Their role is to encourage and to provide a supportive environment and adequate resources to the individuals fulfilling the program responsibilities. They recognize the performance of these individuals and communicate with the constituency to determine the effectiveness of those programs. They also report to the Executive Committee on the effectiveness and the outcomes of those programs.

Their major contribution will be in the ability they have to take the strategic vision for the organization and infuse local program directors with the enthusiasm to reach that vision.

The Leadership Team is chaired by the President.

### 3.4.7 Facilitators

The Administrative Council will have the responsibility of developing areas of responsibility which are most appropriately handled by a facilitator rather than at the program level. An example of such an area is as follows:

Education - The director/facilitator of the educational program is responsible for the development of the K-12 program for the Conference. The director will develop parameters for the operation of this program which, when approved by the Leadership Team, including the officers, will be the method by which the program will be administered. There would be parameters for items such as financial operations, student enrolments, board interactions with the Conference, teacher selection and evaluations.

A major component of the Education Director's responsibilities is in teacher supervision and teacher development.

### 3.5 Pastoral Support

The response to the pastor's questionnaires caused the Committee to recognize that particular attention needed to be provided to the role and the development of the pastors. The pastor is the direct facilitator and trainer of the constituent members of his church in preparing them for their mission in sharing with others the soon coming of Christ. This is a very challenging and awesome task which requires faith, commitment, and an assuredness of being in harmony with Christ, the Conference, and the constituents.

The results of the questionnaires showed that the majority of pastors were: a) feeling very professionally underdeveloped for these times; b) had no clear understanding of what is required of them by the Conference or their congregations; c) feeling very insecure and vulnerable as they feel that there is no one to whom they can comfortably turn to honestly and frankly discuss their personal and professional challenges.

If our church is to actively work toward fulfilling its mission within the Province of Alberta we must give top priority to responding to the pastors needs in this regard. The following ideas are strongly recommended:

1. That the President should be more available to the pastors to assist in their spiritual and professional growth through direct contact, through spiritual retreats, and through assisting them in choosing options and determining reachable goals.
2. That funds be made available to create a Council of Pastors which would have guidelines and functions such as:
  - a. consist of five to seven members
  - b. be elected by the pastors for a term consistent with the triennial session
  - c. would gather input from the pastors and voice them to the Conference administration
  - d. would assist the individual pastor in finding a mentor or minister buddy
  - e. would assist the Conference in planning professional development for the pastors
  - f. would share pastoral work so that upon

meeting certain requirements a pastor would be able to take a four to six-month sabbatical for personal and professional development

- g. would work in developing a "letter of understanding" for pastors to sign with their churches and the Conference in which the goals and aspirations of their particular church for the next set period of time would be outlined
- h. would develop plans for stronger shared pastoral support with a particular region or district
- i. would work to devise ways to reduce the feeling of isolation particularly for the rural pastors.

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***"The pastor is the direct facilitator and trainer of the constituent members of his church in preparing them for their mission in sharing with others the soon coming of Christ. This is a very challenging and awesome task."***

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3. The pastors and the Conference need to develop a workable and effective evaluation plan which would include the following concepts:
  - a. to solicit from the pastor what he would like to achieve in his church over the next three years
  - b. to solicit from the church board what they expect their pastor to accomplish with them over the next three years
  - c. to coordinate the input from the pastor and the church board and arrive at definite goals that are consistent with the mission of the Conference, agreeable to the pastor and the local church
  - d. to explicitly spell out how the progress towards these goals can be measured
  - e. to require an annual self-evaluation from the pastor and an evaluation by the congregation on the progress made by the pastor and his church towards these goals
  - f. to require a written evaluation and suggestions from the President
  - g. to provide for written amendments to the goals of the pastor and the church if required from time to time.

## HOW THE NEW MODEL DIFFERS FROM CURRENT PRACTICE

The proposal being submitted by the Committee makes major changes in the way that the Conference will function.

The first area of change is in the role of the Executive Committee. In the past, the Executive Committee has operated as a quasi-administrative body; much of their work has been administrative in nature. They have been involved in direct decision-making on operational details. In some areas, for example, they are involved in the determination of programs, the placement of personnel, discussion and resolution of administrative problems or personnel problems and the review or development of operational plans. Within the new model their role will be one of governance, the overseeing of the operations through parameters. They will delegate all operational functions to the officers who, in turn, will carry those out through a leadership model. This will allow the Executive Committee time to work on the strategic vision for the Conference.

The efforts of the Executive Committee will be in the three areas that are typically the responsibility of governance:

1. Ensuring that their linkage to the membership they represent is being utilized and effective;
2. That the value and perspectives of the whole organization are encompassed in the enunciation of parameters and policies and are appropriately categorized and being addressed in an effective and explicit manner;
3. Although the Executive Committee is not responsible for the performance of staff, it must ensure that the staff meet the criteria and parameters that they have set. In this way, its accountability for performance is fulfilled. The key individuals to ensure performance are the President, Secretary and Treasurer for whom the Executive Committee has direct responsibility and who they evaluate.

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***“Pastors, like the President, will be encouraged to divest themselves of major administrative responsibilities in order to give themselves wholly to the passion of soul-winning, nurture, and pulpit ministry.”***

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The new model will utilize the concept of parameters which, when set, allow maximum flexibility and freedom of action by individuals fulfilling the position. This will allow greater creativity and innovation in meeting the needs of the membership and a greater potential for success in outreach for non-members.

The nature of the President’s job will become more visionary and leadership oriented. The President will be less involved with day-to-day administrative detail, and more emphasis will be given to working more closely with local church leaders and pastors with a view to increasing their professional performance and spiritual leadership in the churches. The Secretary and Treasurer will assume roles that include more negotiated administrative detail in addition to the specific responsibilities which their position entails. This is carried out in consultation with the President in order to maintain clear and open communication in the administration of the Conference.

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***“The new model will see a greater emphasis and reliance on the use of lay people to direct programs within the Conference.”***

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The Facilitators’ role will assume closer networking with, training of, and motivating lay program directors and church members to fulfil the goals of their integrated programs and shared vision for mission.

Pastors, like the President, will be encouraged to divest themselves of major administrative responsibilities in order to give themselves wholly to the passion of soul-winning, nurture, and pulpit ministry. Training workshops of how to accomplish this will be provided. The key to the new model of governance will be a leadership emphasis. At each level in the organization, leadership rather than control or prescriptive management will be used.

The new model will see a greater emphasis and reliance on the use of lay people to direct programs within the Conference. The tapping of experts who are “doing the work” will provide a more effective approach in delivering programs and services to churches, schools and individuals. The Conference office Leadership Team will take on the role of facilitator, supporter, and cheer leader status for these local program directors and less of a tops-down program delivery. This will provide greater flexibility for the adapting of programs to specific needs, either of individuals, churches or communities. This would not be likely under the old model as the people delivering or structuring the programs would not be knowledgeable of these specific needs nor have the resource base to accomplish it.

The old model has served the church well but as the membership becomes more demanding, more involved, and more educated, they want to have a greater say in the programming. The competition with other influences and programs that the church members are involved in outside of the church demand that if we are to be successful, there must be a greater emphasis and a closer relationship to the needs and desires of the membership. This is only possible as we begin to tailor the programs to the unique needs of those seeking our services or programs.

# RECOMMENDATIONS FROM THE GOVERNANCE COMMITTEE TO THE EXECUTIVE COMMITTEE OF THE ALBERTA CONFERENCE

**T**he Governance Committee was set up to give in-depth study to possible changes in the structure and organization of the Church in Alberta. The following are the recommendations arising out of the work of the Committee:

1. To preserve the historic commitment to a world church identity and unity allowing flexibility for regional and cultural diversity in organizational roles.
2. To adopt a governance model of structure which emphasizes de-centralized delegation of authority exercised at the lowest appropriate organizational level.
3. In order to ensure that the decision-making process is participatory, informed, effective, and efficient, that the Executive Committee change to a less prescriptive and more parameter, policy-setting role in the Conference.
4. To adjust the role of the President to reflect a more spiritual and visionary leadership role for the Conference. This would include working more closely with local church leaders and pastors in professional development and spiritual leadership and less encumbered by administrative detail.
5. To adjust the roles of the Secretary and the Treasurer to reflect taking on more administrative detail in function while reporting to the Executive Committee in consultation with the President.
6. To re-direct the role of the departmental directors to be facilitators of the mission of the Church, providing coordinated leadership, training of trainers, and resource promotion at the local level of church membership.
7. To recommend the formation of a Pastoral Council of five to seven members to assist the Conference in planning for pastoral growth and development, mentoring, pastoral role definition, as well as providing feedback and communicative network with administration.
8. To encourage pastors and associates to divest themselves of the major administrative detail of church operation in order to spend more time with the passion of soul-winning, nurture, and pulpit ministry and that training workshops be provided to accomplish this objective.
9. To increase the role of volunteer lay members in providing expertise in shared planning and directing of local programs consistent with the goals of the local congregation and the Conference at large.
10. That the Conference continue to give in-depth study to the needs expressed in the Governance Survey results with a view to streamlining the Conference program offerings to meet those specific needs.
11. That the Conference Bylaws be amended to accommodate the new model of governance.
12. That a comprehensive review of the effectiveness of the new model be undertaken with a report to be presented to the Executive Committee prior to the Triennial Session following the implementation of the new model. The committee to be comprised of persons from the existing Governance Committee, the Executive Committee (or other designated lay persons), and the Administrative Council.
13. That if the Executive Committee adopts the recommendations of the Governance Committee, the Executive Committee will recommend to the Nominating Committee that consideration be given to the selection of officers and Executive Committee members who are deemed to possess qualities that would be in harmony with the focus of the new model.
14. That the Executive Committee give consideration to conduct ongoing surveys to facilitate the determination of the needs and continued programs of the constituency.