



ORGANIZING FOR MISSION

Approved by the Covenant Executive Board
October 2011

Table of Contents

Background and Introduction	1
Process	3
Anticipated Result and Required Resolve	5
Design Considerations	7
Capacity Mechanisms	9
Scenario Summaries.....	9
Develop Leaders.....	10
Start and Strengthen Churches.....	13
Make and Deepen Disciples.....	16
Love Mercy and Do Justice	18
Serve Globally	20
Additional General Recommendations.....	23
Recommendations for Corporations and Institutions	25
Keys to Implementation.....	27
Concluding Remarks.....	29
Words of Thanks	29
Appendices	
1 – Assignment Framework	31
2 – Project Team Listing	33
3 – Organizing for Mission Process / Overview of Input Reviewed	34
4 – Five-Fold Test	37
5 – Planting New Conferences	39
6 – Institutions and Corporations Report	41
7 – Complete List of Recommendations	43
8 – Acronyms and Abbreviations	47

Background and Introduction

Throughout the history of the Evangelical Covenant Church (ECC) there have been defining moments that have carried this movement to new levels of faithfulness and fruitfulness. We are surrounded by a great cloud of witnesses whose legacy of vision, sacrifice, and priority over the course of 126 years has moved us forward at critical junctures.

Now it is our turn. Organizing for Mission is a summons to our own deeper levels of resolve and determination for the sake of God's work in the world.

When I became president I identified the core assignment for this season this way: to advance the mission while bridging to the future. This is fundamentally a season of positioning the Covenant for a strong future, even while attending to the mission that is currently ours.

To frame the review we have undertaken a three question process to understand our mission, to clarify our priorities, and to propose ways of expanding our capacity to serve.

The first question is the *purpose* question: What are we trying to accomplish in the lives of real people in real places?

In a commitment to the full dimensionality of God's work in the world, we use this understanding: We join God in God's mission to see more disciples, among more populations, in a more caring and just world.

The second question is the *strategy* question: What are the key priorities that will help us accomplish that mission?

We have identified five key priorities. These core ministries, sometimes referred to as our "five smooth stones" recalling David going into battle with Goliath, are:

- Develop leaders
- Start and strengthen churches
- Make and deepen disciples
- Love mercy – Do Justice
- Serve globally

That leads to the third question, which is the *mobilizing* question: What is the best alignment of personnel, structures and resources to accomplish those strategies?

It is this third question that this report addresses by proposing a series of 27 recommendations.

Process

The October, 2010 meeting of the ECC Executive Board authorized the president to undertake this review, with a report to be made to the October, 2011 meeting. Evelyn Johnson, former superintendent of the Pacific Southwest Conference, was assigned as project manager. The process has had four primary stages.

Stage one, the balance of fall 2010, was framing the scope of the assignment and the identification of values to maintain in the design process. See appendix 1.

Stage two was the recruitment and activation of a 20 person project team representative of both the structural and demographic mosaic of the ECC. This included two representatives from each of the following: ECC executive board, conference executive boards, council of administrators, council of superintendents, and institutions. The balance was made up of individuals representative of the congregational and demographic diversity of the ECC, with a bias towards younger leaders. See appendix 2 for listing of members.

In stage three, beginning in January 2011, the project team gave itself to a current state assessment, using task groups to look broadly at all that is currently being undertaken. An extensive array of background materials, surveys, and interviews informed the work throughout this and the next phase. See appendix 3.

Stage four then moved toward the future, with a new round of different task groups proposing ways forward in each of the five priority areas. These initial proposals were then reviewed and refined by the entire team at an August retreat, with all refined proposals supported by the entire team. An additional set of recommendations around institutions and corporations was also affirmed by the entire team.

Since that time these have been reviewed with and further refined by feedback gained from both the council of superintendents and ECC administrators.

Anticipated Result and Required Resolve

Key to the organizational design work was the need to articulate an anticipated outcome, or future footprint, around which capacity issues could be addressed. Essentially, this was the need to envision the potential scope and scale of the ministry of the ECC over the next decade to use as a planning point.

The basic anticipated footprint is this:

- 1,000 congregations
- >30% of congregations among populations of color or intentionally multi-ethnic
- 250,000 aggregate attendance on any given Sunday (implied constituency of 400,000 regular attenders)
- 2,500 credentialed clergy
- 1,000,000 lives impacted globally through international partnerships and initiatives

While these figures represent an aggressive outcome, their deeper importance is pointing to the required resolve necessary to achieve the result.

For example, to achieve 1,000 congregations means church planting must remain a central priority to our mission here in the United States and Canada across all conferences, since this represents the planting of the next 200 congregations. This in turn means we will need to address resourcing all conferences in church planting, including those with limited finances and staffing. It likewise implies a sustained commitment to congregational vitality, taking a preventative approach to congregational health, ensuring that more of our congregations have strong traction into the future.

To achieve greater than 30% diversity of congregations will require that one-half of all church plants be among populations of color or intentionally multi-ethnic. This in turn requires a fresh look at long term and sustainable strategies for ethnic and multi-ethnic ministries, particularly for immigrant and urban contexts. It will mean living with even greater intentionality around the Five-fold Test in becoming a more authentic multi-ethnic movement (appendix 4). And it will call us into areas of biblically-rooted compassion, mercy and justice to address societal matters having a disproportionate impact on constituent groups.

To see 250,000 in average attendance means we will need to be resolutely engaged in evangelism, with people further finding meaningful pathways to deepen faith and obedience in their walk with God.

To see a global impact of one million lives will require not only the continued sending of missionaries and partnerships that strengthen national churches, but additional focused initiatives, and coming alongside congregationally-generated projects .

All of this requires capable leadership from clergy and laity alike. To see 2,500 clergy implies a deeper commitment to raising up the vocational option for women and men, as well as contextualized and life-long delivery systems of training. For laity, it implies a major step forward in the development and delivery of relevant resourcing.

Yes, the anticipated footprint drives design capacity considerations. But garnering the required resolve around the underlying implications will be the decisive factor for achieving progress.

Design Considerations

The scenarios that follow for each of the five ministry priorities are NOT organizational charts for departments and conferences per se. Rather, they deal with mechanisms that clarify responsibility, expand capacity, and increase coordination.

Throughout there is a desire to bring resourcing closer to congregations through the resourcing of conferences, as well as through taking advantage of expertise already resident in our ministerium, laity, and congregations.

Certain aspects related to scale, identity, resourcing, coordination, and research and development continue to be well-served from a center point.

The five ministry priorities serve as the organizing framework. To approach these, the existing departmental structure is the baseline that is used. It was felt important to first live into the priorities, and then let any lessons learned inform future departmental reorganization, if any. There is sufficient flexibility in the current by-laws to begin by living into the articulated priorities through a cross-departmental approach.

The existing conference structure is likewise the beginning baseline that is used. Long-established loyalties, uneven interior regions of strength within conferences themselves, organizational complexities tied to conference institutions (such as camps), and added administrative costs mitigated against the redrawing of boundaries. The availability of staff to smaller conferences and the scalability of staff in larger conferences is a key challenge in resourcing mission and ministry across the ECC. There is a concept for how neighboring conferences adjacent to areas of opportunity can jointly plant a new region (appendix 5).

All institutions and corporations are identified within one of the five priorities. A separate set of recommendations focused on internal processes is included. The full report on institutions and corporations is found as appendix 6.

The focus of this assignment is the five key ministry priorities. There are other important undergirding operational areas that provide integral support to the whole of our mission such as communication, information technology, business functions, financial services, insurance and pension benefits, donor development, event support, and human resources. Once direction in the five areas is clarified through action on accompanying recommendations, we will be able to address opportunities and approaches in these areas as well.

Capacity Mechanisms

In the scenarios that follow, there is reference to various new mechanisms to expand capacity and increase coordination.

Collaboration Table: An innovating, catalyzing, coordinating structure to advance the cohesive development of a core ministry priority.

Expert Practitioners/Best Practice Centers: Individuals and settings that model and share effective ministry practices.

Networks: Affinity groupings around a ministry area or context for mutual encouragement and best-practice sharing.

Regional Services: ECC staff or shared conference staff providing a service to multiple conferences.

“Chief Ministry Officer”: A new position (yet to be titled) that helps operationally in the collaboration, coordination, execution and attainment of ministry priorities across departments and conferences, freeing the president to focus on strategic direction, fund development, and cohesive activities.

Partner Organizations: Partnerships with like-minded entities where collaboration can dramatically leverage capacity.

Scenario Summaries

Following you will find scenarios for each of the five ministry priority areas. Each includes a vision for that area, a delineation of basic responsibilities, a schematic to picture that inter-relatedness, and a set of recommendations to move towards implementation.

Following the five scenarios are a set of additional general recommendations that influence all five areas.

This is followed by a set of recommendations for various processes related to institutions and corporations.

All of the recommendations were approved by the Covenant Executive Board on October 15, 2011.

Develop Leaders

Key vision for Developing Leaders: That through expanded capacity and enhanced coordination, the ECC raise up and develop leaders (clergy and lay, female and male, reflective of the ECC mosaic), for the ever-increasing challenges of ministry. In believing that everyone can grow in leadership, we envision in particular that life-time vocational development will be the accepted norm among clergy with regular and contextual growth opportunities; that clergy will have defined resources for career-stage thresholds (entry, mid-career, legacy); and that lay leadership resourcing will be elevated.

Key Considerations to Accomplishing the Vision

1. That a baseline leadership construct guide the development of leadership resources.*
2. That all dimensions of the Covenant already do and will continue to contribute to the development of clergy and lay leaders.
3. That an ECC Center for Leadership be established that would convene, coordinate, communicate, and collaborate across contributors related to clergy development, and do the same plus create resources related to lay leadership development.
4. That Ordered Ministry staffing be configured to include service-region resourcing (e.g., east/west) for conferences related to credentialing; care and discipline; and clergy development pathways.**

*OFM Recommended Leadership Construct:



****OFM Recommended Regional Assistance through Ordered Ministry Credentialing:**

- Resource for conferences
- Train conference Committees on Ministerial Standing
- Maintain standards
- Seminary site visits

Care/Discipline:

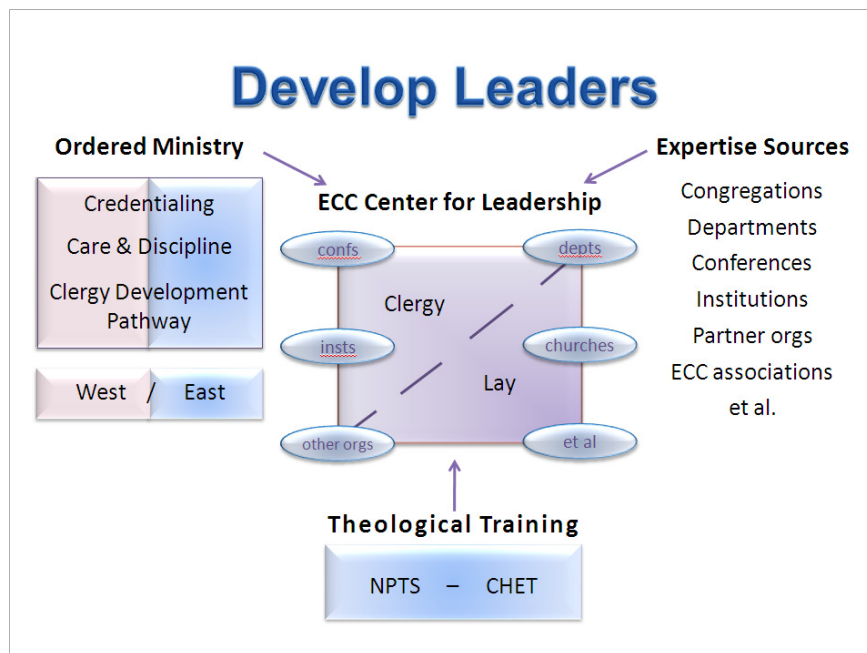
- First responder along with superintendent
- Plan and lead disclosure meeting with superintendent
- Plan and monitor implementation of aftercare process for pastor and congregation

Clergy Development Pathway:

- Covenant Orientation
- First Call resourcing
- New Call/Revisioning (i.e., mid-career)
- Finish Well

Implementation Recommendations Approved

1. That the creation of an ECC Center for Leadership be affirmed, undergirded by a common leadership framework, with the president appointing a scope and design task group to bring an implementation proposal for reporting by June, 2012 including timeline and funding considerations.
2. That the staffing of the Department of Ordered Ministry be configured to include the regionalization of key responsibilities be affirmed, and that the president and executive minister of ordered ministry convene a task group to develop an implementation strategy for reporting by June, 2012 including timeline and funding considerations.



Start and Strengthen Churches

Key Vision for Starting and Strengthening Churches: For the ECC to grow to 1,000+ congregations; for half of all new churches to be among populations of color or intentionally multi-ethnic, bringing the ECC ethnic and multi-ethnic mosaic of congregations to greater than 30%; for every congregation to be a healthy, missional church.

Key Considerations to Accomplishing the Vision

1. Every conference have direct access to a Director of Church Planting (DCP) and a Director of Congregational Vitality (DCV).
2. Reset shared standards, protocols, and strategies for church planting
3. Need for multiple avenues of church planting and congregational vitality funding resources for sustainable funding across all conferences and ECC.
4. Need to revision long term, sustainable strategies for ethnic and multi-ethnic congregations, particularly in urban and immigrant contexts.

Key Functions and Services in Starting and Strengthening Churches

Starting Churches:

Shared between denomination and conference:

- Develop standards for assessing church planters, projects, training, and coaching
- Concurrence on project design, pastor called, and funding schedule in any church planting project
- Funding strategies

Denomination:

- Resourcing and coordinating conference DCPs
- Research and development
- Concurring with conference DCP selection
- Affinity coaching and networks
- Facility location services
- Revenue generation
- Resourcing capital fund drives

Conference:

- Frontend identification of potential church planters
- Developing project design
- Training
- Coaching
- Contextualizing vision
- Revenue generation

Strengthening Churches:

Shared between denomination and conference:

- Develop resources to picture and measure congregational health
- Develop training and coaching resources
- Identify “restart” pastors
- Funding strategies to sustain congregational vitality ministries
- Develop strategy for congregational conflict resolution

Denomination:

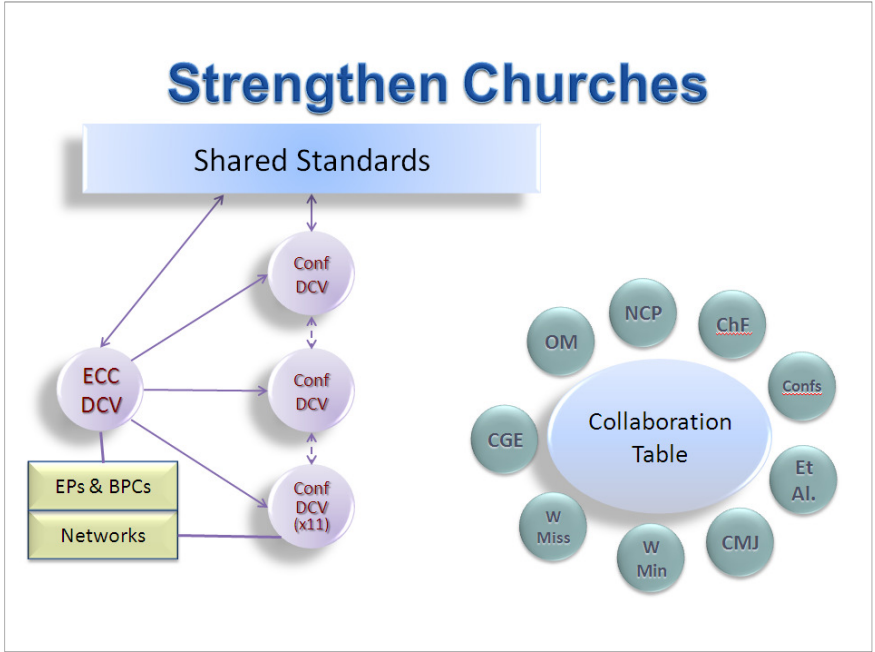
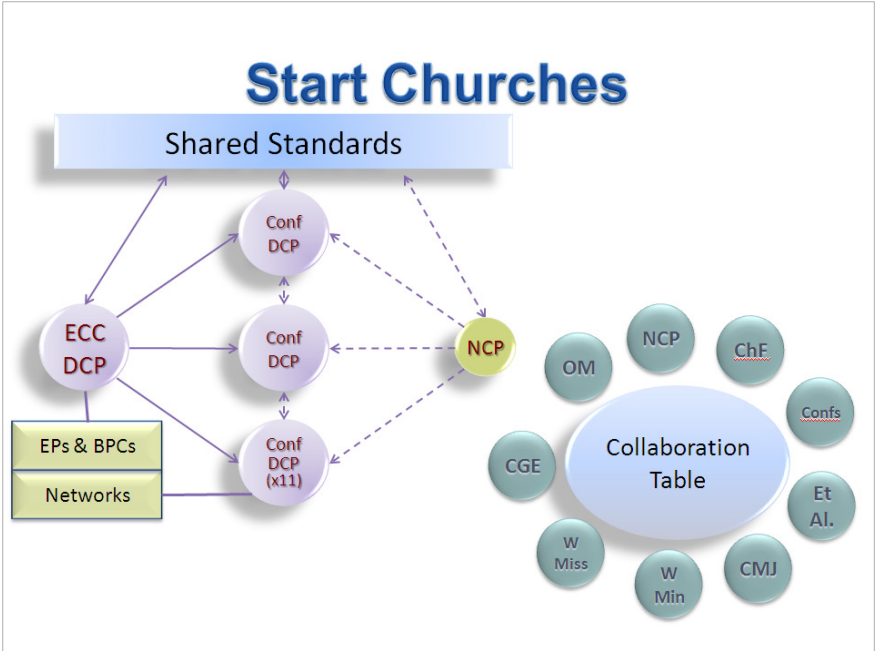
- Resourcing and coordinating DCVs
- Research and development for congregational vitality

Conference:

- Coaching implementation
- Conflict resources (1st responder)
- Search committee assistance

Implementation Recommendations Approved

3. That the standard for every conference to have access to a director of church planting and a director of congregational vitality be adopted, and that the president appoint a task group, in concurrence with the executive minister of CGE and the chair of the council of superintendents, to develop an action plan, including timeline and funding considerations, for review by the council of superintendents by January 2012.
4. That the timeliness of resetting of standards, protocols, and strategies related to church planting be affirmed, and that the president appoint a task group, in concurrence with the executive minister of CGE and the chair of the council of superintendents, to do such with an action plan for review by relevant parties by January 2012.
5. That the need for every conference and the ECC to have sustainable funding for church planting and congregational vitality be affirmed and that the president appoint a task group in concurrence with the executive minister of CGE and chair of the council of superintendents to develop sustainable funding strategies for church planting and congregational vitality across all conferences and the ECC with an action plan for review by the council of superintendents in January 2012.
6. That the need to revision sustainable strategies for ethnic and multi-ethnic congregations, particularly in urban and immigrant contexts, be affirmed, and that the president present this commitment to the Ethnic Commission in November 2011, and from input received establish appropriate task groups with preliminary reporting back by June 2012.
7. That the need to develop a church conflict resolution strategy for serving churches be affirmed and that the president appoint a task force with the concurrence of the executive minister of the ordered ministry and chair of the council of superintendents to explore options with a report for review by the council of superintendents in September 2012.



Make and Deepen Disciples

Key Vision for Making and Deepening Disciples: That the ECC grow to 250,000 in aggregate attendance, with every church seeing people come to faith in Christ every year, and every church having clear pathways and opportunities for every person to deepen faith, nurtured by Covenant identity.

Key Considerations to Accomplishing the Vision

1. Making and deepening disciples is foundational to ECC identity. Capturing intentionality in both evangelism and spiritual growth underpins all that we do; without it all other ministry priorities of starting and strengthening churches, developing leaders, loving mercy-doing justice, and serving globally suffer.
2. The primary responsibility for making and deepening disciples lies in the local church through dimensions such as worship, preaching, teaching, fellowship, service, and mission.
3. There are resources available to congregations through sources other than the ECC
4. There are increasing numbers of full and part time church staff serving in related areas (children, youth, and adult, and worship ministries in particular), resulting in churches being more self-resourced.

Key Functions and Services Summary for Make and Deepen Disciples

Denomination:

1. Communicating vision—painting a picture of what making and deepening disciples looks like in the ECC and how it is accomplished (principles/pathways/marks/strategies) in an integrated way across ministry priorities.
2. Best practice sharing—working with conferences to identify expert practitioners to provide coaching, and best practice centers that can function as models for others, as well as facilitating ministry idea exchanges.
3. Networks—forming and supporting networks that connect leaders of similar ministries for peer resourcing and support (e.g., worship leaders, youth ministry, camp directors, women ministries, etc).
4. Resource development focused in ECC identity and initiatives.
5. Resource review, recommending ECC-compatible materials developed by other groups (e.g., VBS materials, small group curriculum, etc).

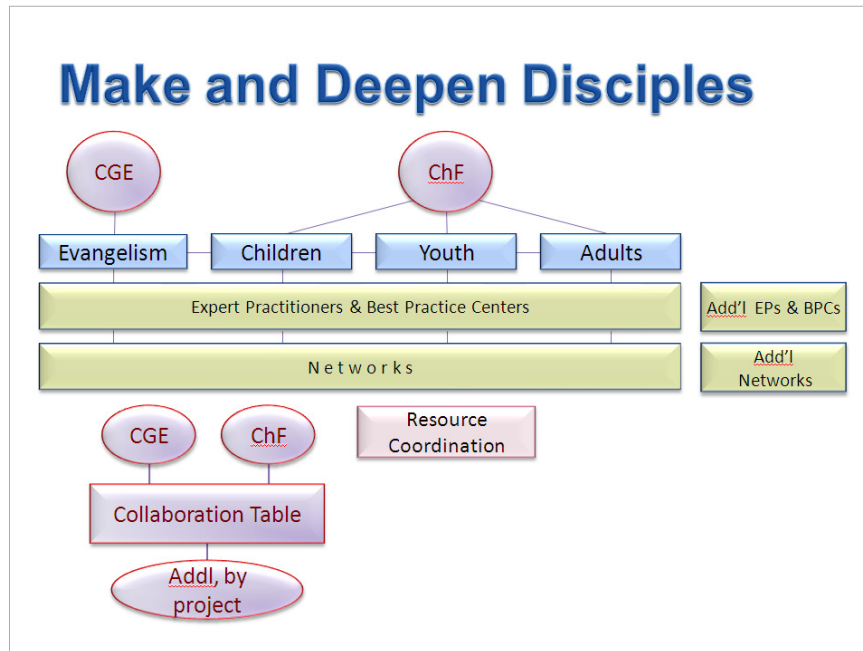
Conference:

1. Communicating vision for making and deepening disciples
2. Work with denomination to identify expert practitioners and best practice centers and connect local churches to such.
3. Point and connect local churches to denominational resources and recommendations.

Implementation Recommendations Approved

8. That the role of expert practitioners, best-practice centers, and practitioner networks be elevated in strategy to take advantage of expertise, proximity, and contextualization within the breadth of the ECC.

9. That the president, in consultation with all of the executive ministers engaging in expert practitioner/best practice center approaches, appoint a task group to establish protocols for identification, standards, training, support, and utilization of such, with a report to the Covenant Offices Leadership Team and Council of Superintendents by January 2012.
10. That resource development focused in ECC identity and initiatives be affirmed, and that the president convene a task group with the executive ministers of communication, Christian formation, and church growth and evangelism to develop a list of projected core resources, with a report to Covenant Offices Leadership Team by March 2012.
11. That resource recommendations and review of materials produced by others be affirmed and that the collaborative table generate a listing of general categories for such action with a report to Covenant Offices Leadership Team by March 2012.



Love Mercy and Do Justice

Key Vision for Loving Mercy and Doing Justice: This area echoes Micah 6:8, where the people of God are called on to love mercy, do justice, and walk humbly with our God. The key vision for this area is to significantly increase the capacity for regional conferences and local congregations to develop ministries of loving mercy and doing justice (LMDJ), evidenced by every congregation being able to identify and develop its specific ministries in this area as well as through tangible denominationally-wide mobilized ministries.

Key Considerations to Accomplishing the Vision

1. Collaborative structures across all dimensions of the ECC will ensure this biblical and historic emphasis of the ECC will attain key indicators of effectiveness*; responsibility is not localized into a single department or institution.
2. An additional position in the department of compassion, mercy, and justice will enable the mobilization of substantial and tangible love mercy-do justice ministries across the denomination, conferences, and churches.
3. Direct collaboration between the department of compassion, mercy, and justice and Covenant Initiatives for Care (a subsidiary of Covenant Ministries of Benevolence), will increase the mobilization of substantial and tangible love mercy-do justice ministries across the denomination, conferences, and churches.

*OFM Key Indicators of Effectiveness:

1. Local churches will identify and develop specific and tangible LMDJ ministries.
2. Every church will engage in a full array of outreach--evangelism, church planting, LMDJ, and global connection.
3. We will mobilize denomination-wide to develop collective LMDJ ministries.
4. There will be increasing numbers of multiethnic and socio-economically diverse churches.
5. Churches will recognize and call out systemic injustice and take tangible steps towards making things right.
6. Every conference will develop a mosaic immersion experience helping people relate to and understand people of different ethnicities and class in their regional context.
7. Discussions of compassion, mercy, and justice issues will be biblically-rooted rather than politically-driven, aspirational, and point to real changes in people and communities.
8. A formal process will be developed to enable Covenant leadership to name and address internal and organizational issues of justice.
9. There will be a common language for LMDJ.
10. There will be collaborative and integrative structures to connect LMDJ with the core ministries of start and strengthen churches, make and deepen disciples; develop leaders; and serve globally.

Key Functions and Services for Loving Mercy and Doing Justice

Denomination:

1. Develop resources and training materials in collaboration with conferences and local churches.
2. Identify and facilitate "big initiatives" (e.g., Matthew/Micah) that can be done on a collective, denomination-wide basis.

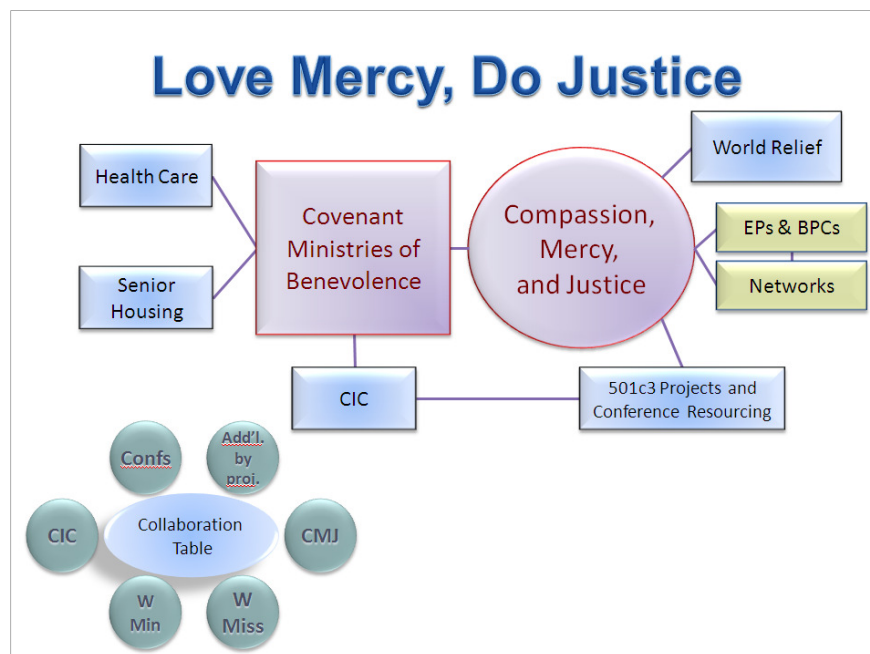
3. Coordinate LMDJ ministries across departments and institutions.
4. Develop national and international partnerships.
5. Develop a communication strategy in collaboration with other departments and institutions.
6. Convene “Covenant leaders group” at regular intervals to identify and address internal and organizational issues of justice.
7. Teaching and preaching prophetically on loving mercy and doing justice.

Conference:

1. Connect resources and training to local churches in collaboration with CMJ.
2. Consult with and coach local churches in LMDJ ministry initiatives.
3. Work with CMJ to network and connect LMDJ practitioners, advocates, and champions.
4. Develop local and regional partnerships for collective initiatives.
5. Teaching and preaching prophetically on loving mercy and doing justice.

Implementation Recommendations Approved

12. That an additional position in the department of compassion, mercy, justice be affirmed focusing on the mobilization of tangible love mercy-do justice ministries in support of conference and local church efforts, with the aim of having the position filled by Feb 1, 2012.
13. That the advantage of direct collaboration between the department of compassion, mercy, and justice and Covenant Initiatives for Care be affirmed; and that the two entities identify a defined set of tangible love mercy-do justice ministry initiatives supporting the mobilization of conferences and churches, with a recommendation including timeline and funding considerations to their respective boards by March 2012.
14. That networks of expert practitioners and best practice centers be mobilized by joint efforts between conferences and the department of compassion, mercy, and justice with a report back by June 2012.



Serve Globally

Key Vision for Serving Globally: That the global whole-gospel impact of the ECC increase to more than one million lives through the continued sending of missionaries, the strengthening of partner national churches, directed attention to focused initiatives, and enhanced support to self-initiated congregational international undertakings; that the global identity and partnership among ECC-related national churches be nurtured.

Key Considerations to Accomplishing the Vision

1. That serving globally is about the international implementation of the other stated priorities: to start and strengthen churches, to make and deepen disciples, to develop leaders, and to love mercy-do justice.
2. That the continued calling and sending of missionaries remains an integral part of our collective efforts.
3. That strengthening national churches and national leaders through missiologically-sound partnerships is integral to the long term vitality and sustainability of work in any location.
4. That within maintaining a complement of international partnerships and missionary placement, the ECC engage national churches to identify particular countries, areas of expertise, and compelling opportunities that deepen and focus impact.
5. That given the access available to local congregations to be directly involved in self-initiated international opportunities, the ECC come alongside such congregations to coach for effectiveness and network among common interests.

Key Functions and Services Summary for Serve Globally

Denomination:

Casting vision and telling the story
Missionary screening, placement, and support
Connecting congregations to support missionaries
Development of major initiatives
Support of local church initiatives through networking and coaching
Catalytic role with global partners
Link US/Canada mosaic with global mosaic, finding cross-pathways of mission and ministry
Funding streams and models
Administration/Finance

Conference:

Communicating vision for serving globally
Identifying networking opportunities for support of ECC mission and local church initiatives
Assistance with periodic special projects

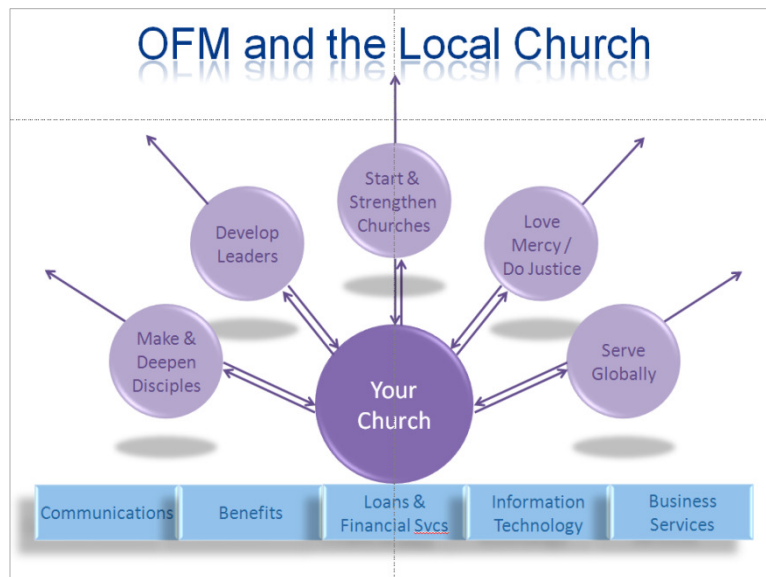
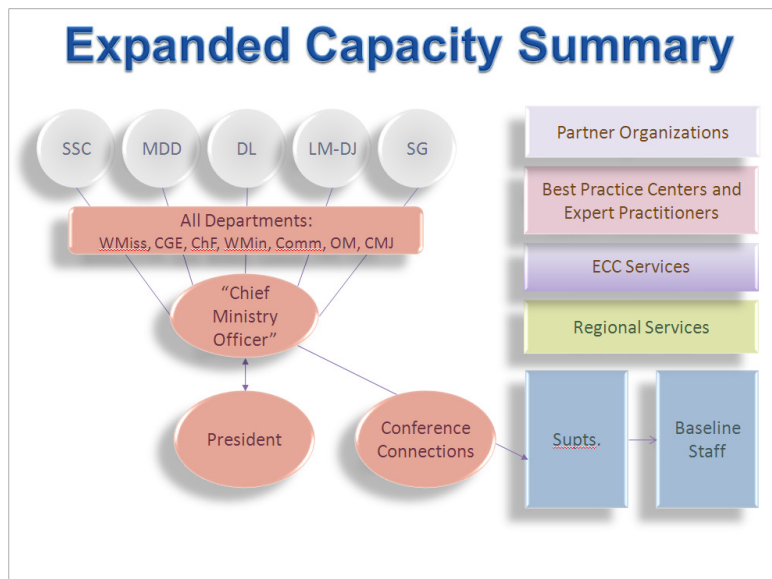
Implementation Recommendations Approved

- 15. That the structure of the department of world mission include support for focused major initiatives, and that the president and executive minister convene a task group to develop an implementation strategy for reporting by June, 2012 including timeline and funding considerations.
- 16. That the structure of the Department of World Mission be configured to include the regionalization of personnel with key responsibilities to both support local church global initiatives and to engage local churches in the support of ECC opportunities; and that the president and executive minister convene a task group to develop an action plan for such by June 2012, including timeline and funding considerations.
- 17. That the executive minister engage international partner churches to ascertain interest in heightened engagement among all parties through a global network of ECC-related bodies.



Additional General Recommendations Approved

18. That the position of “chief ministry officer” in the president’s office be affirmed with the aim of having the position filled by February 1, 2012. This position in the president’s office will focus operationally in the collaborative execution and attainment of ministry priorities across departments and conferences. This additionally frees the president for prioritizing strategic direction, fund development, and cohesive activities across the denomination.
19. That a needs and opportunity assessment in the areas of communication, information technology, business functions, and donor development with a particular focus on support to conferences be undertaken with a report by June, 2012 to the president and council of superintendents.
20. That the Five-fold Test be reset by September 2012 with a process informed by the Ethnic Commission.



Recommendations for Corporations and Institutions Approved

Each corporation and institution has identified its primary location within the five ministry priorities as follows:

- North Park University (including NPTS): Develop Leaders;
- Covenant Ministries of Benevolence: Love Mercy – Do Justice;
- National Covenant Properties: Start and Strengthen Churches;
- Covenant Trust Company: Make and Deepen Disciples.

The background and context for the following recommendations may be found in the attached report for institutions and corporations.

21. Financial Approvals

- a. That a formal annual process be established to review and, if indicated, reset the numerical thresholds at which financial transactions must be submitted for review, and by whom. The thresholds would vary by institution and type of transaction. There will be a reporting back of an action plan by March 2012.
- b. That the Covenant Endowment Trust be revised to allow the Executive Board to delegate its authority, in some cases, most likely by specifying different levels of oversight at different financial thresholds. There will be a reporting back of an action plan by March 2012.

22. Board Composition

- a. That the bylaws of CTC and NCP be amended to require the minimum number of female and ethnically diverse members to be consistent with ECC guidelines. There will be a reporting back of an action plan by March 2012.
- b. That the bylaws of CTC be reviewed for opportunities to document current governance and owner oversight. There will be a reporting back of an action plan by March 2012.
- c. That the bylaws of CMB, NCP, and the ECC be brought into agreement as to the size of boards and number of ex officio members. There will be a reporting back of an action plan by March 2012.

23. Approving Corporation Presidents

That the process of Annual Meeting approval of Presidents of CMB, NPU, and NPTS be reviewed to discern if there are alternative approaches during times when the calendar of a search committee process does not coincide well with Annual Meeting calendar in terms of approval with a reporting back of an action plan by March 2012.

24. CEO Compensation

That the process of approval for CEO compensation be changed so that the Finance and Personnel Committees of the Executive Board be delegated the responsibility to jointly ratify or disapprove the recommendations of the institutional boards, then report those decisions to the full Executive Board. At the institutional level, the process should explicitly include existing board liaisons.

25. Communication

- a. That the existing roles of liaisons and advisors in the ECC and corporation bylaws be affirmed and fully employed to enhance communications between and among the Executive Board and respective institution/corporation Boards.
- b. That the existing roles of liaisons to conference executive boards be affirmed and fully employed to enhance communications between and among the Executive Board and conference boards.

26. Placement of Technical Services

That the president appoint a task group to review the relocation of Technical Services from Church Growth and Evangelism to NCP with a report to the Council of Superintendents and Covenant Executive Board by June 2012.

27. North Park Theological Seminary

That the importance of the work underway to properly position the seminary for the future be affirmed.

Keys to Implementation

A plan without a commitment to execution is a dream. I am certain that at every level of ECC and conference service there is readiness to shift from thinking about the future to living into that future.

While all recommendations presented will require moving from “architectural schematic” to “engineering”, four considerations will be especially important to effective implementation. Without these, our capacity will not match our potential.

1. The summoning of the resolve necessary to live into the implications embedded in the foot print. This is not merely a numeric description. It says much about living into the hard choices of faithful, sacrificial Kingdom living.
2. The calling of the “chief ministry officer.” This position is the single most important linchpin to the architecture. This person will bring support, accountability, and coordination across ministry priorities. In order to establish early momentum and patterns, this position should come on-line by February 1, 2012. In so doing, the president will be freed to focus more in fund development, strategic direction, and cohesion activities.
3. Fund development. Advances have already been made in developing comprehensive approaches to both church giving and donor development. I look forward to having more time to dedicate in these areas, as well as looking at additional strategies for expanded financial resources for the ECC and regional conferences in order to move strongly forward.
4. Visible initiatives. There is already percolation around fresh and transformative initiatives emerging from each stone, which we can dream about at this board meeting. I already look forward to “Midwinter Friday” for what I might be able to present at the closing session for immediate God-orchestrated galvanizing missional opportunities.

Concluding Remarks

A photographer involved in a unique expedition with National Geographic was asked what it was like when he realized his project had come to fruition in an astonishing way. He said, “When the vision in your head becomes the lump in your throat, you know you have been a part of something special.”

Organizing for Mission is not about the vision in our head. It is about the lump in the throat yet to come. Yet to come when we meet those who will experience new life in Christ because of these efforts. When we worship in churches not yet started in communities not yet known. When people with names like Anderson and Johnson gather at the Lord’s Table with names like Rodriguez and Hong and Woodson. When adolescent girls are set free from human trafficking. When a hand goes up around the campfire answering the call to serve God. When the prisoner has a friend on the inside, and support waiting on the outside. When someone cautiously takes a volunteer position only to flourish in new found giftedness. When a young person makes a tough choice, but the right choice, because they know their Scriptures well and trust in the wisdom of God. When brothers and sisters around the world who overcome grinding hardship inspire us to greater commitment and sacrifice.

We have invested the time and effort in Organizing for Mission because we do not want to miss what God has for us to do and to be. We want to be part of something special that God accomplishes in and through us. We want the lump in the throat. The lump in the throat will come by countless faithful acts carried out by countless faithful people—supported, encouraged, and developed through this movement we call the ECC.

And so, this marks a turning. We now move from organizing for mission to mobilizing for mission, summoning the resolve necessary to take this movement to its next level.

A cloud of witnesses watches. Now it is our turn.

Words of Thanks

Our deep appreciation is extended to the entire Organizing for Mission Project Team. Members were forewarned that this would be a high-demand assignment, and it was just that. Incalculable hours were given by members to conference calls, research, interviews, surveys, email exchanges, and in-person meetings. Each person contributed important perspective and substantive ideas. Their extraordinary efforts are a gift to the future of this movement.

This project would have been impossible to carry out were it not for project manager Evelyn Johnson. Her understanding of group process (and confidence in God’s working through communal discernment), indefatigable work ethic, encouragement to every member, and attention to detail were used to bring us to a point of every member “green lighting” the proposals. Her theme to the committee was “trust God and trust the process.” We would all add “trust Evelyn” to the mix. Her personal insight and support were a particular gift to me. Alan Forsman ever so ably assisted in facilitating full team meetings. Chris Hagberg provided superior administrative support to the whole process, in addition to utilizing her unique abilities in developing applicable graphics.

Finally, thanks be to God for his mercy and goodness to the Evangelical Covenant Church. It is for God’s glory and neighbor’s good that we present this work as an offering. Amen.

Organizing for Mission Project Team Assignment Framework

Background:

The Evangelical Covenant Church (ECC), seeking to advance its mission while bridging to the future, has been asking three important questions of itself and its leaders:

1. **What are we trying to accomplish in the lives of real people in real places?**
2. **What are the core ministries that will accomplish that mission?**
3. **What is the best alignment of personnel, structures, and resources to accomplish that mission?**

In answer to the first question, our framing language is:

- **We join God in God's mission to see more disciples, among more populations, in a more caring and just world.**

In answering the second question, we identified five core ministries:

1. **Start and Strengthen Churches**
2. **Make and Deepen Disciples**
3. **Develop Leaders**
4. **Love Mercy, Do Justice**
5. **Serve Globally**

The Organizing for Mission Project Team, convened by the President with the authorization of the ECC Executive Board, is now tasked with developing potential answers related to the third question. Its primary focus is structural.

Scope: This vitally important assignment centers in organizing for greater effectiveness and capacity for the mission, not innovating around our identity as Covenant people: pietists joining together for mission. The scope will include the denomination, regional conferences, and affiliated institutions/corporations to identify unique strengths and appropriate responsibilities of each, clarify their intersecting relationships, and find ways to further our mission through cooperation and mutual support.

We expect the potential answers to point toward:

- **Greater missional effectiveness**
- **Greater organizational clarity and simplification**
- **Cohesion and congruence across the whole of the ECC'**
- **Ongoing flexibility and responsiveness for adaptation moving forward; and**
- **Leadership and financial streams to support the mission.**

Project team recommendations may relate variously to procedure (which can be implemented immediately), policy (which will require board(s) approval), or polity (which will require annual meeting(s) approval).

The target for the project team is to have finalized and presented recommendations by the October 2011 ECC Executive Board meeting.

Organizing for Mission Values

To Guide the Process:

- Mission-driven: The process should maintain “advancing capacity for mission” as a filter for all recommendations.
- Congregationally-centered: The process should build on the core assumption that the ECC structure exists to serve churches and to unite churches in service together.
- Vantage Points: The process should take advantage of the voices, perspectives, ideas and needs of the congregational, structural, vocational, and demographic mosaic of the ECC.
- Communicative: The process should include a communications strategy for stakeholders and constituents throughout the process.
- Coordinated: The process will benefit from learning from other recent or current ECC “macro” initiatives, such as Innovation Groups, Vision 2020 Task Force results, and the Five-fold Test, and further by staying in dialogue with other on-going planning processes.
- Strength/asset-based: The process should build on strengths and assets within the ECC, and not be dominated by “fixing” problems and deficits.

In the Reconfigured Structure:

- Missional: The structure should serve the mission.
- Congregationally-centered: The structure should serve our churches and unite our churches in service together.
- Resources: The structure should encourage flexible distribution of resources (financial, human capital, knowledge, access, etc)
- Connectional: The structure should create and support relational connections between the denomination, conferences, and local churches.
- Adaptable: The structure should be flexible enough to allow for streamlined decision-making and course-corrections as necessary.
- Integrated: The structure should coordinate various tasks, functions, and divisions so that they work together and not at cross-purposes or in isolation. The whole must be greater than the sum of its parts.
- Empowering: The structure should encourage effectiveness through innovation, creativity and risk-taking.
- Multi...: The structure should reflect, support, and benefit from the advancing mosaic of the ECC.

Organizing for Mission Project Team

James Amadon, Bellevue, WA
Catherine (Cathy) Barsotti, Pasadena, CA
Dawn Burnett, Sioux Falls, SD (through May 10)
Howard Burgoyne, Cromwell, CT
William (Bill) Clark, Granite Bay, CA
David Dwight, Chicago, IL
Will Davidson, San Ramon, CA
Roberto Ghione, Simi Valley, CA
Robert Johnson, Kansas City, MO
Timothy (Yak) Johnson, Chicago, IL
Dave Kersten, Chicago, IL
Bobby Lee, Oakland, CA
Dan Lillestrand, Burnsville, MN
Dick Lucco, Canton, MI
Dave Olson, Chicago, IL
Carolyn Poterek, Seattle, WA
Christianne (Christi) Pease, Shoreview, MN
Rachel Sands, Decatur, GA
Lindsay Small, Harbert, MI
Owen Youngman, Deerfield, IL

Leader - Gary Walter, President, Chicago, IL

Project Management/Facilitation of Meetings

Evelyn Johnson, Project Manager/Co-Facilitator, Chicago, IL
Alan Forsman, Co-Facilitator, Sarasota, FL

PURPOSE

We join God in God’s mission to see more disciples, among more populations,
in a more caring and just world.

CORE MINISTRIES

- Start and Strengthen Churches
- Make and Deepen Disciples
- Develop Leaders
- Love Mercy, Do Justice
- Serve Globally



ASSESSING THE CAPACITY

February 6—May 9

Task Groups—Core Ministries

MAY 10 OFM PROJECT TEAM MEETING

DISCOVERING POSSIBILITIES

May 11—August 17

Task Groups—Core Ministries and Institutions/Corporations

PROPOSING WAYS FORWARD

August 18, 19, 20—OFM Project Team Retreat

IMPLEMENTATION

Overview of Input Reviewed during Organizing for Mission

Materials reviewed by entire OFM Project Team

- Vision 2020 summary report
- Innovation Groups 2010 summary report
- Snapshot of the ECC (prepared for OFM Project Team in January 2011)
- Mosaic Overview (PPT from President's Office)
- Conference Overview (PPT from President's Office)

Input from Conference Executive Boards

During the time period of January through April, Gary Walter or Evelyn Johnson met with ten Conference Executive Boards using a common set of questions to gain input, themes of which were reviewed with the entire OFM Project Team at the May 10th meeting.

Specific Input for Individual Task Groups – Note: At least one member of the first core ministry Task Group (Assessing Capacity) was a carryover to the second Task Group (Discovering Possibilities) focused on that core ministry area, so continuity was assured. Input gathered by the first group was reviewed by the second group with additional input gathered as appropriate.

Denominational Level

Personal interviews

- Executive Ministers of Ordered Ministry, World Mission, Church Growth and Evangelism, Women Ministries, Compassion, Mercy, and Justice, and Christian Formation
- President
- Directors and Associate Directors in World Mission, Church Growth and Evangelism, Compassion, Mercy, and Justice, and Christian Formation; Women Ministry Coaches' Coordinator; Administrative Assistant in Church Growth and Evangelism
- President of CHET
- President, Covenant Initiatives for Care
- Professor and Administrator of North Park Theological Seminary
- Staff liaison for Association for Camps and Conference Centers

Interviews via Skype

- World Mission regional coordinators

Interviews via Skype and/or phone

- ECC missionaries representing Asia, Latin America, and Africa

Written materials

- Department of World Mission, Christian Formation, Compassion, Mercy, and Justice, Ordered Ministry, Women Ministries, Church Growth and Evangelism, Communications, and Covenant Bookstore
- President of CHET

Conference Level

Personal interviews and questionnaire/survey responses in written form

- Superintendents
- Directors of Church Planting
- Associate Superintendents/Directors of Congregational Vitality
- Conference CMJ Advocates
- President, Alaska Christian College

Phone interviews

- Executive Directors of Camp and Conference Center

Online survey focused on developing clergy and lay leaders

- Conference Executive Board Chairs, Conference Staff, and Chairs of Conference Ministerial Associations

Annual Meeting 2011 Meeting of Superintendents focused on key functions/services and possible structure and staff

Financial and staff data from all conferences

Congregational Level

Survey of a diverse sampling of church planters

Three online surveys to random sampling of congregations with focus on...

- Local Church Global Involvement (internationally and locally)
- Make and Deepen Disciples
- Training/support for Church Chairs

Annual Meeting 2011 Roundtable

- Written responses related to developing leaders from 57 small group dialogues (approximately 300 participants)
- Survey focused on develop leader approaches completed by 209 lay persons and 105 pastors.

Other Denominations/Organizations/Resources

Phone interviews and/or written responses

- eight denominations
- two nondenominational mission organizations

Phone interviews and/or personal interviews with two outside consultants

Selected articles and books related to focus of core ministry area

FIVE-FOLD TEST

Pressing Forward in Ethnic Ministry and Diversity

The Evangelical Covenant Church takes seriously both the mission of Christ and the unity of Christ's Church. These two burdens converge at the point of pressing forward in ethnic ministry and diversity.

It is a missional motivation because we seek to reach the entirety of this mission field in which we are situated. The range of population composition in the United States and Canada compels us to make sure we are able to address unique mission opportunities among multiple populations.

It is likewise motivated by our commitment to the unity of Christ's Church. The world is fractured along the lines of ethnicity, culture, language, class, and gender. However, Christ has broken down the dividing walls. We find unity in him. Likewise, the Coming Kingdom will transcend all which divides. We believe the Church here on earth is richer and stronger as it lives in the light of that future reality.

The ECC has made significant strides in the past several years. However, we believe that multi-ethnic ministry has multi-dimensional implications. Unless this dimensionality is approached with wisdom and resolve, the ECC can not expect to fare differently than other groups that have had similar intent, only to pull back.

A five-fold multi-dimensional test has therefore been adopted by the Covenant Executive Board, with the additional support of the Council of Administrators, the Council of Superintendents and ethnic leaders in the ECC. This test is not meant to be sequential, but rather with action moving forward on multiple fronts.

1. **Population:** Is the Covenant reaching increasing numbers of people among increasing numbers of populations?
2. **Participation:** Are we finding ways to engage life together through denominational, conference, and local events, service and fellowship?
3. **Power:** Are the positions and structures of influence (boards, committees, and positions at both the conference and denominational level) influenced by the perspective and gifts of diverse populations?
4. **Pace-setting:** With additional perspectives, burdens, and gifts in our midst, what new ministry opportunities is the ECC now better positioned to strengthen and initiate?
5. **Purposeful Narrative:** How do the stories of new backgrounds become incorporated into our overarching history? How do all of these streams flow together into one story moving forward?

While the Covenant is uniquely positioned to press forward in ethnic ministry and diversity, we must remember that we are ultimately not going to move forward structurally or mechanically. It is only as we relate to one another as sisters and brothers in Christ, spiritually earnest in our desires, and continually dependent on the Holy Spirit to be shaped as the family of God, that we have hope. Should this be an exercise in mechanics and technical adjustments, we will fare no better than other groups, secular and religious, that have embarked on similar efforts. We will emerge to our best future as we truly engage life and service together in Christ.

Planting New Conferences

The Start and Strengthening Churches task group developed a concept for the planting of additional regional conferences in the United States and Canada.

The core strategy is to identify areas where there is a pocket of ECC congregations at some distance from the center core of its own conference, and adjacent to a neighboring conference. These two conferences could then combine to use this “core group of congregations” to jointly plant a new conference in-between themselves. The ECC would be an additional partner and catalyst.

For example purposes only, there are nine churches in Arizona, but these are geographically distant from the rest of the Pacific Southwest Conference. At the same time the Midsouth Conference, to the immediate east, may have newly emerging opportunities in New Mexico, which again is geographically distinct from the center of conference strength. Might it be possible to create a new conference covering Arizona, New Mexico, and any other culturally similar areas by a joint partnership of the Pacific Southwest Conference, the Midsouth Conference, and CGE?

Similar other clusters of congregations in-between two conferences can be identified.

Organizing for Mission: Institutions and Corporations Task Group

Owen Youngman, Gary Walter, and Evelyn Johnson

Executive Summary

In June and July, we interviewed the presidents of 4 of the 6 corporations currently listed in the Evangelical Covenant Church's bylaws. (Excluded were Paul Carlson Partnership, whose mission is closely aligned with the Department of Compassion, Mercy, and Justice; and Covenant Development Corporation, which is dormant.) Our charge was to examine the formal relationships between the ECC and the corporations, including but not limited to the powers that the ECC reserves to itself as a safeguard against corporate actions that might be perceived as not in harmony with the mission and aims of the denomination.

It turned out that the "reserve powers" themselves are not a major issue either for the church or the institutions. Our recommendations fall into four other areas, and may be summarized as follows.

- Financial approvals.
The amount of oversight and number of formal approvals required for the corporations to legally take a variety of financial actions should vary based on the materiality of any transaction to both the ECC and the corporation. Most important, an annual process to review these thresholds should be created and enforced.
- Board selection, composition, and governance.
Overall, few changes are recommended. Some bylaws should be amended, at either the ECC or corporation level, to bring them into agreement on board size and composition. The CTC and NCP bylaws should be amended to specify board diversity. And the CTC bylaws should be reviewed for reasonable consistency with those of the other institutions.
- Presidential calls and compensation.
The ECC's statutory control over the selection and compensation of the presidents of the several institutions varies. In general, their presidents must be called by an Annual Meeting, a requirement that is beginning to affect leadership searches. This document proposes a straw-man process for cases when the next Annual Meeting is far in the future, while retaining a veto for the Annual Meeting. Separately, on CEO compensation, bylaw changes are recommended to streamline the nature of Executive Board oversight and consent.
- Improvements in communication.
Communication between the ECC and the corporations can be improved through intentional and expanded use of liaisons that are already enshrined in various bylaws. Only NCP has no provision for a liaison, which could be changed with a bylaw amendment at that level.

Per report of Start and Strengthen Churches, the task force affirms the need to review the relocation of Technical Services from Church Growth and Evangelism to National Covenant Properties several years ago.

Finally, at this moment of transition in leadership for North Park Theological Seminary and of change in theological education generally, this task group clearly affirms the importance of the work that is underway at North Park to properly position the seminary for the future.

**Complete List of Implementation Recommendations
Approved by the Covenant Executive Board, October 15, 2011**

Develop Leaders

1. That the creation of an ECC Center for Leadership be affirmed, undergirded by a common leadership framework, with the president appointing a scope and design task group to bring an implementation proposal for reporting by June, 2012 including timeline and funding considerations.
2. That the staffing of the Department of Ordered Ministry be configured to include the regionalization of key responsibilities be affirmed, and that the president and executive minister of ordered ministry convene a task group to develop an implementation strategy for reporting by June, 2012 including timeline and funding considerations.

Start and Strengthen Churches

3. That the standard for every conference to have access to a director of church planting and a director of congregational vitality be adopted, and that the president appoint a task group, in concurrence with the executive minister of CGE and the chair of the council of superintendents, to develop an action plan, including timeline and funding considerations, for review by the council of superintendents by January 2012.
4. That the timeliness of resetting of standards, protocols, and strategies related to church planting be affirmed, and that the president appoint a task group, in concurrence with the executive minister of CGE and the chair of the council of superintendents, to do such with an action plan for review by relevant parties by January 2012.
5. That the need for every conference and the ECC to have sustainable funding for church planting and congregational vitality be affirmed and that the president appoint a task group in concurrence with the executive minister of CGE and chair of the council of superintendents to develop sustainable funding strategies for church planting and congregational vitality across all conferences and the ECC with an action plan for review by the council of superintendents in January 2012.
6. That the need to revision sustainable strategies for ethnic and multi-ethnic congregations, particularly in urban and immigrant contexts, be affirmed, and that the president present this commitment to the Ethnic Commission in November 2011, and from input received establish appropriate task groups with preliminary reporting back by June 2012.
7. That the need to develop a church conflict resolution strategy for serving churches be affirmed and that the president appoint a task force with the concurrence of the executive minister of the ordered ministry and chair of the council of superintendents to explore options with a report for review by the council of superintendents in September 2012.

Make and Deepen Disciples

8. That the role of expert practitioners, best-practice centers, and practitioner networks be elevated in strategy to take advantage of expertise, proximity, and contextualization within the breadth of the ECC.
9. That the president, in consultation with all of the executive ministers engaging in expert practitioner/best practice center approaches, appoint a task group to establish protocols for identification, standards, training, support, and utilization of such, with a report to the Covenant Offices Leadership Team and Council of Superintendents by January 2012.
10. That resource development focused in ECC identity and initiatives be affirmed, and that the president convene a task group with the executive ministers of communication, Christian formation, and church growth and evangelism to develop a list of projected core resources, with a report to Covenant Offices Leadership Team by March 2012.
11. That resource recommendations and review of materials produced by others be affirmed and that the collaborative table generate a listing of general categories for such action with a report to Covenant Offices Leadership Team by March 2012.

Love Mercy and Do Justice

12. That an additional position in the department of compassion, mercy, justice be affirmed focusing on the mobilization of tangible love mercy-do justice ministries in support of conference and local church efforts, with the aim of having the position filled by February 1, 2012.
13. That the advantage of direct collaboration between the department of compassion, mercy, and justice and Covenant Initiatives for Care be affirmed; and that the two entities identify a defined set of tangible love mercy-do justice ministry initiatives supporting the mobilization of conferences and churches, with a recommendation, including timeline and funding considerations, reported to their respective boards by March 2012.
14. That networks of expert practitioners and best practice centers be mobilized by joint efforts between conferences and the department of compassion, mercy, and justice with a report by June 2012.

Serve Globally

15. That the structure of the department of world mission include support for focused major initiatives, and that the president and executive minister convene a task group to develop an implementation strategy for reporting by June, 2012 including timeline and funding considerations.
16. That the structure of the Department of World Mission be configured to include the regionalization of personnel with key responsibilities to both support local church global initiatives and to engage local churches in the support of ECC opportunities; and that the president and executive minister convene a task group to develop an action plan for such by June 2012, including timeline and funding considerations.
17. That the executive minister engage international partner churches to ascertain interest in heightened engagement among all parties through a global network of ECC-related bodies.

Additional General

18. That the position of “chief ministry officer” in the president’s office be affirmed with the aim of having the position filled by February 1, 2012. That the position in the president’s office will focus operationally in the collaborative execution and attainment of ministry priorities across departments and conferences. This additionally frees the president for prioritizing strategic direction, fund development, and cohesive activities across the denomination.
19. That a needs and opportunity assessment in the areas of communication, information technology, business functions, and donor development with a particular focus on support to conferences be undertaken with a report by June, 2012 to the president and council of superintendents.
20. That the Five-fold Test be reset by September 2012 with a process informed by the Ethnic Commission.

Corporations and Institutions

22. Financial Approvals
 - a. That a formal annual process be established to review and, if indicated, reset the numerical thresholds at which financial transactions must be submitted for review, and by whom. The thresholds would vary by institution and type of transaction. There will be a reporting back of an action plan by March 2012.
 - b. That the Covenant Endowment Trust be revised to allow the Executive Board to delegate its authority, in some cases, most likely by specifying different levels of oversight at different financial thresholds. There will be a reporting back of an action plan by March 2012.
23. Board Composition
 - d. That the bylaws of CTC and NCP be amended to require the minimum number of female and ethnically diverse members to be consistent with ECC guidelines. There will be a reporting back of an action plan by March 2012.
 - e. That the bylaws of CTC be reviewed for opportunities to document current governance and owner oversight. There will be a reporting back of an action plan by March 2012.
 - f. That the bylaws of CMB, NCP, and the ECC be brought into agreement as to the size of boards and number of ex officio members. There will be a reporting back of an action plan by March 2012.
24. Approving Corporation Presidents

That the process of Annual Meeting approval of Presidents of CMB, NPU, and NPTS be reviewed to discern if there are alternative approaches during times when the calendar of a search committee process does not coincide well with Annual Meeting calendar in terms of approval with a reporting back of an action plan by March 2012.
25. CEO Compensation

That the process of approval for CEO compensation be changed so that the Finance and Personnel Committees of the Executive Board be delegated the responsibility to jointly ratify or disapprove the recommendations of the institutional boards, then report those decisions to the full Executive Board. At the institutional level, the process should explicitly include existing board liaisons.

26. Communication

- a. That the existing roles of liaisons and advisors in the ECC and corporation bylaws be affirmed and fully employed to enhance communications between and among the Executive Board and respective institution/corporation Boards.
- b. That the existing roles of liaisons to conference executive boards be affirmed and fully employed to enhance communications between and among the Executive Board and conference boards.

27. Placement of Technical Services

That the president appoint a task group to review the relocation of Technical Services from Church Growth and Evangelism to NCP with a report to the Council of Superintendents and Covenant Executive Board by June 2012.

28. North Park Theological Seminary

That the importance of the work underway to properly position the seminary for the future be affirmed.

ACRONYMS and ABBREVIATIONS USED

501c3	A separately incorporated not-for-profit organization recognized by the U.S. Internal Revenue Service (or Canada's equivalent)
BPC	Best Practice Center(s)
CGE	Department of Church Growth and Evangelism
CHET	Centro Hispano de Estudios Teológicos
ChF	Department of Christian Formation
CIC	Covenant Initiatives for Care
CMB	Covenant Ministries of Benevolence
CMJ	Department of Compassion, Mercy and Justice
Confs	Regional Conferences
CTC	Covenant Trust Company
CWR	Covenant World Relief
DCP	Director(s) of Church Planting
DCV	Director(s) of Congregational Vitality
ECC	Evangelical Covenant Church
EP	Expert Practitioner(s)
Et al.	Latin abbreviation (<i>et alii</i> or <i>et aliae</i>) meaning 'and others'
NCP	National Covenant Properties
NPTS	North Park Theological Seminary
NPU	North Park University
OM	Department of Ordered Ministry
W Min	Department of Women Ministries
W Miss	Department of World Mission

