

Vision Statement

Yellowstone Presbytery--
guided and sustained by
Scripture, the Holy Spirit,
and prayer---is a
community rooted in the
love of Jesus Christ.

We will . . . **Gather
Together** for God's
glory and spiritual
synergy*

Equip and Encourage

disciple- making
congregations and
leaders for living the
Gospel...intentionally
becoming more like
Christ; ably sharing our
faith; impacting our
communities;
worshipping in loving
response to God; and
mutually supporting and
training leaders.

Go Out to join Christ in
Christ's mission in our
communities, Montana,
and the world...
embodying and sharing
Christ's Good News;
loving and serving, as
we are commanded, in
our words, actions, and
relationships.

*Synergy: from the
Greek syn-ergos,
συνεργος meaning
working together

Yellowstone Presbytery Leadership Cabinet

Tuesday, April 4, 2017 10 AM – 2:30 PM
First Presbyterian Billings

- 10:00 Convene
Christ candle, roll call & quorum, approval of
docket, approval of minutes from March 7, 2017
- Word-Share-Prayer
- 10:30 May Presbytery Planning, part I
- 11:00 Reports from Campus Ministries
- 12:00 Lunch
- 12:30 May Presbytery Planning, part II
- 1:00 Upcoming Pulpit Supply Planning - George
- 1:30 Vice Moderator . Susi Ennis
Proposed Standing Rules Change . Debbie
Co-Presbyters Report . George & Kathy Goodrich
Whitworth Fellows . Kathy
Growing Young Grant . Kathy
Budget Report . Dan Holland
Big Tent Event . St. Louis MO
Other Business
- 2:00 Dismissal with Prayer

**Presbytery of Yellowstone
Leadership Cabinet (LC) Meeting Minutes
March 7, 2017
First Presbyterian Church, Bozeman**

Moderator Susi called the meeting to order at 10:08 a.m.

Present were:

Susi Ennis (by phone)
Jack Bell
Suzanne Bratzky
Steve Weber
Dan Holland (afternoon)
Jed Cauffman (by phone)
Teresa Kendall (by phone)
Kristin Willett (by phone)
Paul Hellend (by phone)

Absent:

None

Also present:

George Goodrich, Co-General Presbyter
Kathy Goodrich, Co General Presbyter
Debbie Blackburn, Stated Clerk

- 1. Opening Prayer** – The opening prayer was offered by Susi.
- 2. Christ Candle** –We did not have a candle as Susi was unable to attend in person.
- 3. Quorum** – A quorum was declared present.
- 4. Docket** – The docket was approved as presented.
- 5. Minutes of January 17, 2017 and February 3, 2017**
 - √ The LC voted to approve the minutes of the January 17, 2017 meeting.
 - √ The LC voted to approve the minutes of the February 3, 2017 special phone meeting.
- 6. Dwelling in the Word** – Susi led the time of dwelling in I Peter 2:9-12. There was a time of reflecting on this passage to see how it was speaking to individuals and to us as LC. Susi closed this time with prayer.
- 7. Orientation** – George continued with some of the orientation topics. He reviewed the purposes of the Leadership Cabinet along with administrative as well as spiritual responsibilities of the LC. There was also some discussion of the clusters and various partnerships that the Presbytery is involved in (such as Whitworth Fellows and the Preaching Cohort). Jack's connection with Zimbabwe as well as the work of the Bozeman Church with Dakota Presbytery were mentioned. Kathy reviewed changes that have occurred at the Synod level now that there is no longer a Synod Executive. The budgeting process will be reviewed at our next meeting.
- 8. Leadership Goals for 2017** – It was pointed out that our fifth goal is an emphasis on equipping congregations in growing young. The goal of building relationships (currently listed as the fifth goal) could be included in the third goal of fostering community. The LC discussed ways that people could be encouraged to take the spiritual gifts inventory. Sharing stories of how this information is being used in churches is very important. Another suggestion was to see if the clusters would be interested in coordinating some training for churches. Another idea was to bring several laptop computers to a church on Sunday to make it easier for people to complete the inventory. Teenagers could help those people not familiar with computers. Susi will coordinate a discussion with Kathy, Suzanne, and Debbie to develop some concrete ideas to be reviewed at the April LC meeting.
- 9. Evaluation of February Presbytery Meeting** – This discussion overlapped with the discussion of goals. It was mentioned that personal contact with pastors would probably be needed in order to get churches to move forward with the materials presented by Stan Ott. And churches sharing what they

have done or are doing could be helpful to other churches. Several ideas are listed in the report from the Co-General Presbyters.

- 10. Planning for May Presbytery meeting** – One suggestion was to show some short video clips from Stan Ott's presentations. Susi will convene a group to work on planning for the Presbytery meeting. That group is Susi, Kathy, Jed, Jack, and Debbie.
- 11. Lunch** – The LC recessed for a lunch break.
- 12. Vice Moderator of Presbytery** – This will be discussed at the April LC meeting. It was pointed out that there will be a vacancy on the LC when Kristin moves in June. Jack will continue to plan worship for the Presbytery meetings in the absence of a vice moderator.
- 13. Term for Moderator of Presbytery** – There was a discussion regarding the pros and cons of having an option for the Moderator of Presbytery to serve for two years. It would be necessary to allow the Vice Moderator to serve for two years also. These options would require changes to the Standing Rules. No action was taken. This item will be discussed again at the April LC meeting.
- 14. Insurance Review** – The LC has the responsibility of reviewing the insurance coverages. Jack Bell will work on this and bring a report to the April LC meeting. Debbie will send the coverage documents to Ron Hanson and Curt Kochner. Ron will be asked to look at the coverages for St Timothy's Chapel and Curt will be asked to look at the coverages for Westminster Spires.
- 15. Ruling Elder Commissioners** - Debbie suggested that we consider a change that would allow Ruling Elders serving on the Leadership Cabinet and REs serving as Synod Commissioners to be voting members of Presbytery. The current system for dealing with the TE/RE imbalance in the Presbytery does not seem to result in many more REs attending Presbytery meetings. It was also mentioned that many retired TEs do not attend Presbytery meetings.
- √ Motion passed for Debbie to craft proposed changes to the Standing Rules regarding Ruling Elders and Presbytery membership .
(This document will be considered at the April meeting of the LC).
- 16. Budget Report** - Dan reported that the January financials are positive. It was suggested that we need a process for following up with churches about per capita and mission pledge payments.
- 17. Request from Anaconda**– There was a request from Anaconda requesting assistance with some expenses for building improvements. Currently the Presbytery does not have a fund that is for this purpose. George will let the Anaconda church know about PILP which is a loan program.
- 18. Report from Co-General Presbyters** – Kathy and George sent an updated report by email. George mentioned leadership transitions and the need for CRE training. We need to be more intentional about encouraging CRE pursuits. The ski retreat went well. Kathy mentioned that she will have an opportunity in April to meet the Whitworth Fellows (for summer 2017). She indicated that the Presbytery will need to provide \$10,000 for the students in addition to expenses.
- 19. Missionary Visit to Montana**– Charles and Melissa Johnson, mission co-workers in Zambia, will be visiting in Montana August 7-16th. So far there has been interest from Great Falls, FPC Billings, and Stanford in having them visit their churches. Contact information for them was included in an email that was sent out.
- 20. Personnel** – No report at this time. There is a need to co-opt other people to help with this.
- 21. Next Meeting** – The next meeting will be Tuesday, April 4th in Billings.
- 22. Adjournment**– The meeting adjourned with prayer at 2:05 p.m.

STANDING RULES YELLOWSTONE PRESBYTERY

with changes adopted by the Presbytery through February 22, 2014

S1.0 BOUNDARIES

The Presbytery of Yellowstone is a corporate expression of the Presbyterian Church (U.S.A.), consisting of all the churches and teaching elders within the counties of Beaverhead, Big Horn, Broadwater, Carbon, Carter, Custer, Daniels, Dawson, Deer Lodge, Fallon, Fergus, Gallatin, Garfield, Golden Valley, Granite, Jefferson, Judith Basin, McCone, Madison, Meagher, Musselshell, Park, Petroleum, Phillips, Powder River, Prairie, Roosevelt, Rosebud, Sheridan, Silver Bow, Stillwater, Sweet Grass, Treasure, Valley, Wheatland, Wibaux and Yellowstone; that portion of Powell County that lies south of 46 degrees 40 minutes north latitude; and Richland County with the exception of the City of Fairview; all in the state of Montana.

1. S2.0 MEMBERSHIP

2. S2.01 Membership in the presbytery shall consist of teaching elders and ruling elders, in numbers as equal as possible.
3. S2.02 All teaching elders enrolled by the presbytery as active members, members-at-large, or honorably retired shall be voting members. All temporary members of presbytery shall be voting members.
4. S2.03 Each church in the presbytery shall be represented by at least one ruling elder commissioned by the session to be a voting member, and enrolled by the presbytery at each of its meetings.
5. S2.04 Each church with an active membership of three hundred and one (301) persons and larger shall be represented by two ruling elders commissioned by the session to be voting members, and enrolled by the presbytery at each of its meetings.
6. S2.05 Commissioned Ruling Elders in Pastoral Service (CRE) when granted a local commission will have a voice and vote in meetings of presbytery for as long as the commission is validated.
7. S2.06 A ruling elder, holding office in the presbytery as moderator, vice moderator, stated clerk, treasurer, or as moderator of the leadership cabinet, or as moderator of a ministry team of the presbytery shall be a voting member of the presbytery for the duration of the term of such service. **Also any ruling elder serving on the leadership cabinet or serving as a Synod commissioner shall be a voting member of the presbytery for the duration of the term of such service.** When the moderator of Presbyterian Women in the Presbytery of Yellowstone is a ruling elder, or the moderator of the St. Timothy's Memorial Chapel Committee is a ruling elder, he or she shall be a voting member of the presbytery for the duration of the term of such service..

2016-17 Campus Ministry Report to the Leadership Cabinet of the Presbytery of Yellowstone
 Presby Cats Collegiate Ministry at First Presbyterian Church, Bozeman, Montana
 Prepared by Dan Krebill, co-pastor
 March 30, 2017

a. Ministry activities and outreach for 2016-17

The Presby Cats collegiate Christian ministry is an official Montana State university student organization based at First Presbyterian Church in Bozeman. It's completing its fifth year in May. The centerpiece of this program is weekly gatherings each Sunday during the academic year. Beginning after worship, at 11:45 a.m. with lunch prepared by a church member, the group builds community around the meal followed most often by a fellowship activity led by a peer leader scholar, and ending with a Bible study also led by a peer leader scholar. The weekly gatherings usually wind up around 1:00 p.m. Throughout the semester numerous social activities are planned and led by members of the group. The fall semester includes one, and the spring semester includes two overnight weekend retreats at our Rockhaven Camp which provides further fellowship and study opportunities. The highlight of the year is a spring break mission/study trip that provides opportunities for Christian community and growth in faith while interacting and supporting Christian ministry in a context very different from Montana.



The recent spring break mission/study trip, March 11-19, 2017, was in Chicago, Illinois in cooperation with DOOR Ministries. Our group had 6 students and 1 adult advisor. Ruling Elder John Patterson graciously stepped in to serve in my stead due to the death of my mother-in-law in Pennsylvania, since her memorial service was scheduled on the very day that the mission trip was to begin. The group had a wonderful experience working in 4 different ministry sites that provided a good look into the issues facing a major inner city. All local

transportation was on public transit that also added to the urban experience. Two major take-aways were learning the danger of a single story, and seeing the face of God in the city. A more complete report of the mission trip can be found on our blog at <http://presbycats.wordpress.com>

b. Chief ministry activities with participant numbers (based on fall semester 2016,)

Item	Frequency	# of students	# of community
Sunday gatherings	weekly	12 average	1
Social activities	2 per month	10 average	1
Overnight retreats	3 per year	11 average	1
Lead Sunday worship	2 per year	14 average	entire congregation
Mission/Study trip	1 per year	6 students, 1 adult	
Fund raising events	3 per year	12 average	entire congregation
Rent-a-Cat service	on call	15 students participate	entire congregation

c. Greatest success and challenges in 2016-17

When the 2016-17 school year is over in May, 8 of our very active students will have graduated. A big challenge in the coming year will be to successfully recruit another 8-10 students to make Presby Cats a regular part of their student life.

One fun connectional event this winter was the Presby Cats providing some of the hospitality for the Presbytery of Yellowstone's annual youth ski retreat. Since First Presbyterian Church in Bozeman was the local host, our Presby Cats group prepared and served 2 of the meals for this large group of youth. This opportunity provided for good fellowship and interaction between the college students and retreat participants.

As we complete our 5th year, I'm pleased that the work of the leadership team of 5 student peer leader scholars working with me has been an ongoing success. We continued the routine this year of gathering at my home for dinner and planning on a regular basis. This made for a very smoothly operating ministry with good planning and preparation for each of the various events. This leadership team also stayed on top of the fund raising needed for our mission trip. I'm delighted that the 2 peer leader scholars who are not graduating plan to continue in their leadership role in the coming year. They will provide good continuity as we bring on 2 new peer leader scholars to round out our leadership team.

d. Plans and hopes for 2017-18

At our upcoming planning retreat in April, we will be evaluating the year and then developing a full calendar of activities for the coming year. We will surely continue our weekly gatherings and twice monthly social events. Again, we hope that 8-10 new students will become a regular part of our events. We plan to be at the information events of all 3 summer freshman orientation sessions as well as at the Catapalooza promotional event immediately prior to the fall semester. Our spring break mission/study trip in March 2018 will be selected in time to promote during the summer.

e. What is your average number of participants per week during school term?

As is reported in the response to section b, the weekly average participation this year was 12 during the fall semester (spring semester is only 2/3 complete). This year we had an active group of 28 students who participated in more than one event.

f. What is your average number of community members serve per month?

Being a parish-based ministry, this is a hard number to gauge. The community served is largely the congregation of First Presbyterian Church in Bozeman which hosts this ministry. Each week a different church member provides the lunch for our Sunday gatherings. Each semester the worshipping congregation is engaged when our Presby Cats members lead the services. Our Rent-a-Cat service serves the congregation as well by providing odd jobs and transportation in exchange for a donation to our mission trip fund.

g. What was your annual budget for 2016-17?

Our regular program budget is \$6,900 and our mission/study trip budget was \$9,762, for a total of \$16,662. Many thanks to the Presbytery of Yellowstone for its financial support of Presby Cats in the initial grant of \$5,500 as well as the supplemental grant of \$1,400 in support of the mission trip. Once the program year is complete, I can provide more detailed financial reports after the first week of May 2017.

Grant Application Outline

Rocky Mountain College Chaplain/Office of Spiritual Life hereby requests a total grant of \$1200 for the 2017-2018 academic year.

Contact Person: Kim Woeste **e-mail:** kim.woeste@rocky.edu **Phone:** 657-1098 or 671-1813

This is a (Project) or this is a (Program):

The request is for support for a twice monthly “*Coffee and Conversations*” program.

Description of Project/Program Including the Number of Student Participants:

We started this program during the 2015-16 school year, and it is still a great success. We partner with the Student Activities to sponsor conversations between students and faculty members about issues that matter. We map out a schedule of specific topics and presenters and then meet every other Tuesday evening in the coffee shop inside the Student Center. Students order a free coffee drink and then engage in conversation around the specific topic with the faculty resource person. During the 2016-17 school year students took on more responsibility for planning, introducing topics and presenters, facilitating discussion as well as assessing and responding to feedback. We discussed physician assisted death, gun control, feminism and the wage gap, religious diversity, being Muslim in Montana, presidential politics, the Dakota Access Pipeline and environmental issues, and other hot topics suggested by students.

We went into it with no idea what participation would be, and we continue to be very pleased. At each gathering, we now average 20-25 students, with up to 30-40 for controversial topics. We are also pleased with behavior of the students who participate. With very little direction, they engage in civil dialogue, are polite and respectful, listen carefully and protect the safety of the environment. Students who participate feel some ownership for the success of the program and are invested in repeating this success another year. Interestingly, most students who participate have been identified for various campus leadership roles in the upcoming year.

As we look ahead to the 2017-18 school year, the committee has already met to schedule dates and topics. We are planning to explore civil dialogue, mental health issues, legalizing marijuana, wearing hijabs, and many other important matters. We also intend to continue meeting every other Tuesday evening at 6pm.

And of course, offering free coffee drinks is key to the success of the program!

Anticipated Outcome:

My learning outcomes include helping students articulate their spiritual beliefs within the context of the academic community and helping students demonstrate an understanding of persons of diverse spiritual identity – so if students continue to ask questions and to learn, to put faith in conversation with social issues, to interact respectfully with peers and with faculty, to discuss issues that matter, and to explore new ideas and beliefs – then there will have been a positive outcome for another year. Our goal is to continue increasing attendance and leadership.

Budget:

-I will receive assistance for planning and promoting from the Student Activities Office, but they do not have any funds for the coffee.

If we estimate 20 students x \$4 per coffee drink, that would be approximately \$80 per meeting. And we estimate 8 meetings per semester for a total of \$640 per semester or \$1280 per year.

We are asking for **\$1200** for the school year. (If we have smaller attendance or do not require the full amount requested, the remainder could be returned, used for another approved project or would remain in the account for the following year....).

Other Funding (Source and Amounts):

The Chaplain’s salary is paid from the Rocky Mountain College general fund.

The Office of Spiritual Life has several funding streams, including a small administrative budget and a fund designated specifically for mission trips. Additional designated gifts help with other program expenses like Bible Study curriculum or worship supplies, or pizza, or cookies for the Cookie Table, or supplies for the other projects we do – like retreats, weekly “Fun and Faith” gatherings, or special events. We continue supporting our partnership with the HUB, a drop-in center for persons facing chronic mental illness and homelessness. We also partner with Special Olympics, Family Promise of Yellowstone Valley and other agencies in Billings.

A grant for “Coffee and Conversation would mean that the other designated gifts could support other projects. Additionally, a grant would provide a connection between our activities and the mission gifts of the Presbytery. It’s great to be able to say to a local church: “when you pay your Mission Pledge, you help Rocky students think about their faith. You help provide education and information about important subjects, or you help students understand diversity and social responsibility.”

Action of the Leadership Cabinet: Amount Granted \$_____ Date _____

Comments:

2016 Campus Ministry Report Form

BHECM

1. Please attach a copy of your 2016 Annual Report that you submit to your own board, including a copy of your year-end financial reports/budget.

-In my work with the Spiritual Life program at Rocky Mountain College I do not submit annual or year-end financial reports to a board – but we do receive conference funds through the Per Member Asking, and these funds are critical to our mission and program. Therefore, I want to provide information about how the PMA donations are used, request that these offerings continue, and offer any assistance toward promoting the Per Member Asking in churches.

-It might be helpful to point out the following:

-My salary is paid by Rocky Mountain College through their general fund.

-I receive a small budget (reduced to \$1800) through Student Life Division (also general fund). This is used for administrative expenses, photocopies, postage and office supplies, phone calls, membership dues, continuing education and specific administrative program expenses.

-Any donations from churches or individuals end up in the general fund unless they are specifically designated for mission trips, the Spiritual Life program, scholarships, or another purpose.

-Most often, the money received from the PMA lands in a designated Spiritual Life program fund. I can use this fund for special projects, programs, and volunteer opportunities. This money can accrue from year to year until the fund reaches a cap. Once the cap is reached, the PMA money goes into the general fund with the idea that it supports the Chaplain's salary and administrative budget as well as the historic connection between Rocky Mountain College and the United Methodist Church.

-In 2016, Per Member Asking money was used for a variety of purposes, including weekly programs and service projects with our partner agencies. When I talk about ministry and outreach activities below, these are supported primarily through the PMA and would not be possible without this funding. For example, each week we still make over 75 PBJ sandwiches for The HUB. I use PMA money to buy cookies and baking supplies for Cookie Table. During "Lunch and Learn" or SO College gatherings, lunch is provided for students not on meal plan. Snacks are available for students who visit my office or the chapel. I do large mailings each semester with printed brochures and bulletin inserts. In the fall, we began a project to revitalize the outdoor chapel. We started by replacing the wooden benches and will continue with new landscaping in the Spring. Since costs for all these projects exceed my administrative budget, money from the PMA fund is used.

-If there's anything I didn't address here or in the questions below, please let me know and I will provide any additional information needed...

2. In addition, please answer the questions below, so that we have things in the same format from each ministry:

-During 2014, all Student Life staff at Rocky Mountain College were asked to update foundational documents – including mission, goals, objectives and learning outcomes. This task continued into 2015 when we were asked to expand our student learning outcomes and to establish evaluation methods, performance standards and assessment plans in preparation for accreditation. In 2016, all evaluation and assessment are still guided by these documents. According to this paperwork:

-The mission of the Chaplain and Office of Spiritual Life at Rocky Mountain College is to provide for the spiritual growth and well-being of the members of the RMC community. This includes addressing the diverse spiritual needs of the college community, supporting the exploration and practice of faith, and representing the college's denominational heritage.

- Offering presence and programs that address students as whole persons.
 - Support the integration of faith with academic pursuits.*
 - Create opportunities to put faith into action.*
 - Build a supportive spiritual community.*
 - Enable students to take initiative for spiritual growth and programming.*
- Serving as a spiritual resource for the College community.
 - Provide spiritual support for the College community.*
 - Support collaborative institutional programming.*
 - Provide oversight for spiritual activity on campus.*
 - Celebrate the church-related heritage of Rocky Mountain College.*
- Strengthening and maintaining denominational relationships.
 - Meet denominational obligations and expectations.*
 - Inform denominational partners about the College & the ministry of the chaplain.*
 - Enhance partnerships between the College and the Billings community.*
 - Link local church resources to the needs of the College community.*

-Student Learning Outcomes lie at the foundation of much of what I do. These include:

- *Students will articulate their spiritual beliefs and integrate those beliefs within the context of the academic community.*
- *Students will articulate how their spiritual beliefs inform social engagement.*
- *Students will identify opportunities for engagement that address social responsibility.*
- *Students will demonstrate an understanding of and respect for students of diverse spiritual identity.*
- *Students will demonstrate an understanding of Spiritual Life support services, resources and programming.*

a. Please describe your ministry activities and outreach for 2016:

-It is my goal to provide a consistent weekly presence, as well as monthly and occasional special opportunities.

-During 2016, the consistent schedule included:

- *Offering the **Cookie Table** every Monday.*
- *Coordinating "**Coffee and Conversation**" every other Tuesday evening.*
- *Assisting with "**Stand Up RMC**" programming each Thursday from 11am-1pm.*
- *Meeting with a small group for **Bible Study** every Thursday afternoon.*
- *Making **PBJ sandwiches** for the HUB every Thursday evening.*
- *Hosting "**Craft and Karma**" nights at least once per month.*
- *Offering "**Lunch and Learn**" with students and agencies every other Friday.*

-Some examples of programs and learning objectives:

- *Supporting the integration of faith with academic pursuits* includes “**Coffee and Conversation**” gatherings every other Tuesday. We encourage conversations about issues that matter.
- *Creating opportunities for students to put faith into action* includes projects planned in collaboration with the Office of Community Engagement and community partners, such as the HUB, Special Olympics, Ronald McDonald House, Habitat for Humanity, Family Promise and Rose Park Elementary School. We offer weekly small-scale service projects (like making cookies at Ronald McDonald House) or projects we can host on campus like making birthday cards for homeless kids or making tied fleece blankets. We also host twice-monthly “**Lunch and Learn**” opportunities so students and faculty/staff can interact with agency representatives. We then follow up the lunches with larger-scale projects with these agencies.
- *Building a supportive spiritual community for students* includes monthly “**Craft and Karma**” activities, involving craft projects that are donated to others. There are also monthly chapel services, special services on Ash Wednesday and Parent’s Weekend, visits to diverse churches/worshipping communities, as well as several small group gatherings and lots of informal conversations in my office and in the Coffee Shop.
- *Enabling students to take initiative for spiritual growth and programming* includes supervising work study students, encouraging student leadership at all levels of programming, and supporting student leadership development.
- *Providing spiritual support for the College community* includes meeting with faculty and staff both formally and informally.
- *Supporting collaborative institutional programming* includes work with “**Stand Up RMC**” committee – meeting and planning, staffing the event booth, offering programming around student wellness initiatives each week, including alcohol, STI, and sexual assault education. I also assist with RA training, the Student Leadership Summit, New Student Orientation and other campus programs.
- *Celebrating the church-related heritage* includes RMC events – Black Tie Blue Jeans, Yule Log, Lessons and Carols, Candlelight Dinner, Baccalaureate and Commencement, and invocations at other events and meetings...
- *Strengthening and maintaining denominational relationships*, includes meeting with clergy, attending church gatherings, preaching and speaking, exploring opportunities for partnering and promoting church-related events and mission opportunities, sending newsletter/bulletin updates, inserts and mailings, planning forums and lectures for the community. I’ve been meeting with a newly re-instated **Wheatley Lecture Committee**. I also meet with the **Church Relations Committee** of the Board of Trustees to support and celebrate denominational connections at an institutional level.

-Some additional things worth noting:

- Had a successful Service Trip to Salt Lake City in May, 2016.
Working on plans for a **Service Trip** to Salt Lake City May 7-14, 2017. Will be volunteering with the UMCOR Depot, the Salt Lake Valley Habitat for Humanity ReStore, and Family Promise of Salt Lake.
- The student “Lunch Out Loud” group is now “SO College” and focused on maintaining a partnership with Special Olympics. We support area games, had a team for Polar Plunge and have held a **Special Olympics “Respect Rally”** in March 2015, 2016, and 2017. We are also exploring being a partner with Unified Sports.
- Special Events: We support community events such as GREAT Women’s Self Defense, Out of the Darkness Walk, Halloween for Hunger Food Drive, HRDC Point in Time survey...

b. List your chief ministry activities with the requested numbers:

Item	Frequency	# of student participants	# Community members served
Cookie Table	weekly	100's	
Peanut Butter Jelly	weekly	25-50	we donate 75 sandwiches/week
Bible Study	weekly	5	
Stand Up RMC	weekly	100's	
Coffee/Conversation	2/month	30-40	
Lunch and Learn	2/month	10-12	agency representatives
Craft and Karma	2/month	12-15	
Service Projects	2/month	18-20	lots, depending on the project
Family Promise	2/month	8	four families plus hosts
SO College	monthly	12-15	they support Special Olympics
Chapel	monthly	10-12	
Community Forum	2/year	15-20	40-50

c. What do you consider your greatest successes and challenges in 2016:

I've been meeting with the reintroduced Wheatley Lecture Series Committee. Following the approval of changes to the by-laws in June, 2016, I have been responsible for convening committee meetings and assisting the RMC and UM committee members in planning events, set to begin during the 2017-2018 academic year.

Other successes in 2016 continue to be with collaborative efforts. By working together with the the Office of Community Engagement, student leaders and our community partners – we have been able to do at least one small or campus-hosted service project each week and at least one larger service project each month. We often do many more. And this is only because of collaboration. Coffee and Conversation is a collaborative effort between my office and the Office of Student Activities. I work directly with four Student Activities employees and we share responsibility for picking themes, inviting faculty, promoting the program, and moderating the conversations. I enjoy supporting and supervising the student's efforts. Stand Up RMC is a collaborative effort between 5 departments at Rocky Mountain College. I convene and lead the group but we work together to provide student wellness programming each week and to train and supervise the students who assist as Peer Educators. I love being a team player and having colleagues with similar goals.

The greatest challenges continue to be the other side of the coin... it can be hard to stake out what is uniquely my programming or to pursue just my goals when I spend so much time working with others or supporting joint efforts. The other offices don't share responsibility for Chapel or Bible Study or the spiritual reflection behind putting faith into action. And at times they are happy to plan programs that compete or conflict with what I am trying to do. Sometimes it's tough to be a team player when it feels as if others are not as respectful of me or my goals and outcomes as I am of them and theirs...

Additionally, Fall semester was spent preparing for an accreditation visit with the University Senate of the United Methodist Church. It required a tremendous amount of paperwork and a huge outpouring of energy and organizational effort. On the plus side, however, the visit went well. Rocky Mountain College re-affirmed its identity as a College related to the United Methodist Church and the University Senate recommended RMC's continued listing as a United Methodist College without qualification.

d. What are you planning and hoping to do for 2017:

At a basic level, I always hope to continue successful programming, to identify areas where student learning outcomes can be improved, and to expand efforts into areas that have not received as much attention – such as offering programming for staff and faculty or improving communication or increasing church visits beyond the Billings area.

I also hope to increase collaboration with First Year Experience faculty.

e. What is your average number of student participants per week during school term?

When I assess my student learning outcomes, I am measuring whether students can “articulate” “identify” or “demonstrate” and because of this, I’m pretty sure that my most successful programs are those with the fewest participants. I value one-on-one conversations and opportunities to supervise or mentor a few students at a time. When only 4 people show up to Bible Study, our discussion is often deeper and more focused. Many students seem to prefer smaller group sizes for that reason and won’t show up to larger events if they are seeking more personalized attention. Educational programs always attract fewer students. I’m okay with that. However, with that said...

I am involved with programs and around students every day. It would be typical for 75 students to stop by Cookie Table on Monday to grab something, and another 25 stop to help make sandwiches on Thursday, and 30 loyal students show up at Coffee and Conversation, and 10 students join us for an SO College meeting and 50 people stop by the Stand Up event booth on Thursday and another 3 or 4 come to Bible Study and 10 show up to make crafts at Crafts and Karma, and 4 or 5 different students stop to chat in the hallway – then I guess I am well integrated into the life of the campus and I don’t really care what the average numbers are.

f. What is the average number of community members served per month?

This varies so much. When there are community service projects or educational forums open to the community, then it is 50-100 or more depending on the project or the topic of the forum... Otherwise, that’s not currently a main goal/objective/outcome of my efforts.

*The Seven Threads
of
Ministry Team Relationships*



www.vitalchurchesinstitute.com

The Seven Threads of Ministry Team Relationships

E. Stanley Ott¹

Vital ministry always centers in Jesus Christ and in relationships among the team members. It should come as no surprise then, that the health of any ministry is directly related to the health and quality of relationships among those on the ministry team. Some of my most painful experiences in ministry have come when team members failed to show basic courtesies to one another. There are times when the stakes surrounding some decision or actions grow and people have more to gain or lose or the risk of opposition and criticism rises. It is surprisingly easy for team members under stress to undercut each other, run around decisions they don't like and avoid working out differences on a face-to-face basis. Any piece of cloth is simply the weave of many threads worked together into a single fabric. The community experienced by a team is no more than the weave many personal relationships. We will look at seven threads of healthy ministry team relationships. Each thread is a basic covenantal agreement of healthy ministry team fellowship.

Thread One: Spiritual Disciplines – we engage in the disciplines of the Christian faith.

Our earnest desire is to grow in loving faithful relationship with our Lord, experiencing his grace and love offering that grace and love to others. Out of love for our Lord, we therefore commit ourselves wholeheartedly to the disciplines of the Christian faith. We know that these spiritual disciplines do not, in themselves, earn God's grace, but are means by which God's grace may grow in our lives and extend through us to others. We know our salvation is by faith, believing in Jesus Christ alone, and that by means of these disciplines we are both serving and pleasing Christ and showing gratitude for the grace God has given us.

We covenant as a ministry team to practice the corporate spiritual disciplines of studying the Bible together, sharing our lives with one another and praying for one another (Word-Share-Prayer). We engage in formal prayer partnerships with one another. We break bread with one another, sharing in hospitality and in friendship. We commit ourselves to attend corporate worship and to build the quality of the fellowship of both congregation and ministry team as we practice humility and mutual service.

¹ For more information, see Chapter 7 of *Transform Your Church with Ministry Teams* by E. Stanley Ott

We covenant to the practices that will help us grow in faith and discipleship together and individually

Together
Bible Study
Pray for one another.

Prayer Partners

Break bread quarterly

Home Alone
Devotional Life
Bible Reading
Prayer

Weekly worship

We covenant to engage in personal spiritual disciplines such as the regular reading of the Bible and prayer in daily devotions and worship with a congregation. We lovingly encourage one another in the practice of personal spiritual disciplines. We covenant to pray for our ministry team and for each member on the team.

Thread Two: Face-to-Face Relationships – we develop friendships with the others on the team

We covenant to build face-to-face real relationships that make personal friendship of higher priority than even our team's ministry. In the context of true relationship we are free to shape our common vision and share ideas with each other. We respect one another, love one another, and serve one another. In face-to-face relationships everything is kept "on the table" without hidden agendas or concerns. We tell one another what we think and we move ahead together.

We practice hospitality with one another, welcoming each other into our lives, spending time together for the primary purpose of growing in friendship. We practice reconciliation when discord surfaces between us when we speak directly to those with whom we disagree. We agree to disagree agreeably and to model love, dignity and unity to the congregation or wider ministry. We adhere to Ron Rand's "Good Report" Principle. When we speak of another person, we speak well of them even if there are things about that person we don't like or agree with.

Thread Three: Confidentiality – we respect the confidences of others.

We covenant to keep one another's confidences. Confidentiality is a trust and when we trust one another within the team we grow in unity and heart. What we hear from one another stops with us unless we have permission to pass it on. Concerns of a personal nature shared within the team as matters for prayer, support and encouragement are to be kept among team members even after the team ends or we leave the team. We do not ask others on the team to betray confidences in order to advance our ministry.

Confidentiality simply means we respect one another enough to trust to each other with what we say. When we experience an atmosphere of affirmation and confidentiality, we are free to be vulnerable and to speak of the deeper concerns

Personal
friendship

"On the table"
relationships

Hospitality of
time spent
together and
not just for
ministry.

Reconciliation
when needed

Good Report
Principle

Keep
confidences

Do not ask
others to betray
confidences

Affirmation
and
Vulnerability

of our hearts. At the same time, however, we will act decisively if we learn that a life is in danger, that a person is considering suicide or if there is physical or sexual abuse going on. To ignore such situations would be the very opposite of Christian community.

Thread Four: Communication – we communicate directly and thoroughly

We covenant to communicate constantly. We seek to communicate face-to-face or by phone, person-to-person, when possible. For routine matters, the use of e-mail, written notes or voice mail are fine, but we don't initiate conversation about issues of significance with e-mail, a note, or voice mail. Significant issues are those that "grab you in the stomach." They may involve some major assignment, a difficult undertaking, or where there is a difference of opinion.

Face-to-face relationships mean we do not communicate with people with whom we are in a direct relationship *through someone else*. Another way of saying this is, *we do not make bank shots*. In the game of pool, one way to knock a ball into the pocket is by banking the ball off the side rail and into the pocket. In human relationships a bank shot happens when one person bounces a message off of a second person in order to deliver the message to the third person. Sometimes this is called *triangulation*. The bank shot is a favorite method of influence used by some members of every congregation. We covenant to speak to one another directly ó face-to-face.

We use e-mail to communicate information and affirmation but not for confrontation or persuasion. If we call someone to a difficult task or something that he or she would prefer not to do, we do it voice-to-voice. If we have something to say that calls a person's actions into question, then we speak to that person. If we wish to say something to a group that is complex or has major ramifications, we do so in person or with a conference call. That way we are able to use most effectively all of the nuances of speech and body language to communicate concern and vision while keeping our personal relationship alive, vital and reconciled. In other words, email is not the best means of leadership and persuasion. If you need to lead a person to agree with some position or task, it is far better to do it face-to-face or voice-to-voice by phone. Remember, too, that e-mail is a public document. What we may send innocently to one person, expecting it to be read alone, is very easily forward to those who will forward it to others. We say with e-mail only what we would put into the newspaper!

Face-to-face communication whenever possible.

No negative bank shots

Email for information and affirmation. Never for confrontation or persuasion.

Email is a public document

Thread Five: Clear Expectations – we clarify our vision what we expect of one another

We covenant to maintain a graceful and clear understanding of the vision we seek to accomplish together and what we expect of one another. Both are crucial to sound relationships and community. Differing expectations can lead to frustration and disappointment. The team regularly reviews its covenantal agreements, which are expected of every team member. Individual expectations for each team member's ministry may be clarified using three simple practices.

First on an *annual or semi-annual basis*, as best fits team life, the team spends extended time in ministry design (planning). An annual overnight retreat is a great way to do this but if not a retreat, then dedicate some extensive time for this planning. We think ahead concerning our vision and what steps next to take. During this time of planning and ministry design, each team member considers the steps he or she will take personally in fulfillment of the team goals. Those steps may be shaped in conversation with the team leader as well as with others in the team member's ministry. Depending on the needs of ministry of the team, those steps may be very detailed or somewhat general. The defining vision and ministry practices of the congregation and the team will help to shape those steps. Such anticipated next steps of each member need not be rigid expectations and requirements but they will give direction to the ministry. We give one another the freedom and flexibility to modify next steps as new opportunities or unexpected obstacles present themselves.

Second, we keep our expectations clear by leading the team to think ahead and plan on a *monthly or quarterly basis*, not in as much detail as the annual/semi-annual experience of ministry design. The annual process looks at overall ministry design issues whereas monthly times of reflection deal with the daily realities of the ministry. It gives leaders and team members time to think ahead together and to stay together in thought and action. Simple questions guide the process such as, "How are we doing? Are we accomplishing what we anticipated? What did we learn? What help do we need? What are we going to do now?" The spirit of a time of thinking ahead is positive and encouraging. Recall God's word in Isaiah 43:19, "See, I am doing a new thing!" We look for the new thing, the next step in our ministry as a team and in our ministries as team members. Regular times of thinking ahead re-clarifies what is to be done and what kind of support may be required. Some teams will do this together in a team meeting. Others will do this in smaller gatherings of the team leader with team members.

Regular review of covenantal agreements ó such as "The Seven Threads"

Ministry Design = Planning

Annual planning process ó goals for the entire team ó goals for each person and affiliate ministry

Goals give direction. Are not used to punish non-achievement but to give direction to ministry.

Monthly or Quarterly review for each person or area of ministry ó How are we doing in relation to our goals.

How are we doing?
Are we accomplishing what we anticipated?
What did we learn?
What help do we need?
What are we going to do now?

Third, we keep in touch with each other on a *weekly basis*. These may simply be informal conversations in person, by phone or by the coffeepot. In simple five-minute conversations, it is remarkable how much clarification of what's happening and counsel may be offered. Such conversations may be informal but they must be intentional. This check up time is essential to sound leadership and warm *koinonia*-fellowship. If misunderstandings develop or problems surface, deal with them immediately. We don't save up our irritation for our next team meeting. We keep our relationships face-to-face, on the table. We work out problems between us and move ahead together.

Weekly updates between ministry leaders such as elders and pastor or committee/team

Essential to the practice of clear expectations is that we don't surprise one another. We keep one another informed of our plans before we act or involve others. "No surprises" simply mean we respect one another enough to communicate thoroughly and to accept in a good spirit the possibility that some of our ideas for ministry will be modified. We let the team hear our plans first, directly from us, rather than indirectly from others. This is the practice of our team leader as well as the team members.

NO SURPRISES

We keep each other informed.

Thread Six: "Loose –Tight" – we serve with freedom and within boundaries

Think of a fleet of ships in which the admiral directs all ships to sail in formation. The looser the formation, the greater opportunity each ship has to set its own course. The tighter the formation the less freedom each ship has to choose its direction. This "loose-tight" concept is a useful way to consider the relationship between a team and its parent ministry and the relationship between a team member and the team itself.²

"Loose" for a ministry team means that in fulfillment of its vision the congregation gives the team tremendous freedom to plan and carry out ministry. With "loose" the congregation says to the team, "How can we help you or support you?" A fruitful power of the ministry team concept is that teams are quite capable of self-direction. Teams given such latitude by their parent ministry can demonstrate astonishing levels of creativity.

"Loose" for a team
 ó freedom to plan ministry ó "You have permission" just keep us informed.

"Tight" for the team means the team conforms its ministry to the defining vision and defining practices ó the core vision and values of the congregation and the team's own core vision and values. For example, if the defining vision of the congregation is to grow disciples then the team makes growing disciples

"Tight" for a team
 ó Is your ministry centered on our defining vision and values?

² The loose-tight concept is discussed in Thomas J. Peters and Robert H. Waterman Jr. In Search Of Excellence (New York: Harper & Row, Publishers 1982)

part of whatever it does to fulfill its team vision. Every healthy congregation exerts appropriate authority in establishing its ministry boundaries by means of a defining vision and why do we exist and what are the practices that we consider essential. Teams within congregational life align their life and ministry with those defining elements.

The *loose-tight* formula also applies to the relationship between the team member and the team. With energetic, enthusiastic, responsible team members we major in loose. We give our team members all the freedom possible to carry out their responsibilities commensurate with their initiative and wisdom as long as that ministry is consistent with the defining vision and practices of our team. Loose means if you are a part of our team and you have dreams and energy then we, the team, get out of your way and say, "Go to it. How can we help you or support you?" Loose means we are permission-givers, "We hear your plan. Fantastic get going." Loose can even mean, "We hear your plan, we (or I) don't think we would do it that way and here is why, but your plan is sound and we want to back your ideas so, to do it, and let us know how we may support you." That's loose.

Tight, on the other hand, means that the leader of our team, or we, the whole team, may ask you to do something you don't particularly want to do or we may ask you not to do something you do want to do. When we ask for *tight*, we explain why. We do not like restricting one another's freedom to act just for the fun of it. However, there certain issues may arise bearing significant consequence. For example, we may ask that when driving to ministry activities that no more people get into a car than there are seat belts. If the guideline is tight, then it is not to be ignored - even if say there were an event for which there aren't enough seats with seat belts and a team member may want to ignore the guideline.

Sometimes a team may be inclined to be too "tight out of fear some team member will rock the boat or because of the level of effort or risk that will be involved. We constantly ask ourselves if such fear represents a truly significant concern. Sometimes it takes courage be a permission-giver and to allow a team member to do something new or for the whole team to move in a new direction. Finding a healthy loose-tight balance is never easy. It is, however, essential.

Thread Seven: Loving loyalty -- we have the freedom to express our opinions within the team while supporting team decisions to those not on the team

Loose for the individual's freedom to initiate consistent with initiative, maturity, and wisdom (centered on our defining vision and values) .

Loose = permission giving

Get Going
Do it
How can we help?

Tight for the individual's living with team boundaries (policies and decisions). Responsiveness to the team leader.

Finding a healthy loose-tight balance. Practicing Loving Loyalty (Thread Seven) when the balance

Loving loyalty means that out of love we stick together in public statements and private conversations even when we do not agree over some issue. We represent decisions as "*our* decisions" or "the staff's or elders' decision" or "the youth ministry team's decision", not as "that stupid idea was Jim's idea or Janice's idea" shifting all responsibility from ourselves. That is the tree limb maneuver again by which I defend myself by blaming you and put you on the limb and saw it off!

We have to have the freedom to disagree. Without it our face-to-face relationship is not real. We want to be able to disagree agreeably and still model love, dignity and unity to the congregation or wider ministry. Since our relationships are a demonstration of the Spirit of Jesus working within us, we have to practice a healthy loose-tight balance of permission giving and permission denying, of giving freedom and defining action. Where that loose-tight balance is healthy, where we respect one another's dignity, and bless one another's vision, then to the watching public, who would love to see us disagree, who sadly feast on conflict among leaders, we show unity, loyalty, and mutual respect and commitment.

My friend Ron Rand speaks of the "Good Report" Principle. When we speak of another person, we speak well of him or her even if there are things about that person we don't like or agree with. Loving loyalty means we use the Good Report Principle as a way of showing honor and dignity to one another even if we don't agree or when others are critical of us or upset with our ministry.

We recognize that personal aims and approaches to ministry may change with time and that some among us on the team may find our personal direction increasingly incongruent with the vision and practices of the team. Rather than practicing "loving loyalty" with increasing sense of dissonance, we believe there are time when it is perfectly okay to ask to be "sent" from the team to a new or different ministry. If you discover that our team, even with its permission-giving philosophy, is too tight for you, consider being sent with our love and affection to a new or different ministry.

Weave the Threads Together: build the covenantal agreements into team life

Adapt the seven threads to fit the needs of your own team or the ministry teams of your congregation. Use them to help your team experience one heart but not as rules with which browbeat each other. Weave each of these seven threads into the fabric of your team life. Model them. Encourage them. Use them as pathfinders to lead your team on the journey of becoming one in spirit and in mutual love.

Review the seven threads every six months. The process of discussing them has a way of helping the team modify its own behavior and build the maturity of its community. And whenever a new person joins the team, explain the seven threads - the covenantal agreements to each new person joining the team and ask for their commitment to them. When you review them, review them with an eye to growing in love for one another rather than establishing some sort of grading system with which to chastise the group. Talk about the seven threads as a team. Bring in supplementary material to enhance your skills.

You can evaluate how the team members feel the team is doing with each of the threads by giving each of them a list of the seven threads with a five point scale. Ask them to anonymously assign a value for each thread, with 1 meaning this thread is virtually non-existent in our team and a 5 indicating our team practices this thread with excellence.

Spiritual Disciplines	1	2	3	4	5
Face-to-Face Relationships	1	2	3	4	5
Confidentiality	1	2	3	4	5
Communication	1	2	3	4	5
Clear expectations	1	2	3	4	5
Loose-tight	1	2	3	4	5
Loving Loyalty	1	2	3	4	5

Compute a team average for each thread. Then discuss the results together. Which threads are strong, which are weaker and why? Celebrate your strengths. Talk about specific action steps by which you will seek to grow in the weaker threads.

Use the Seven Threads to shape healthy team life ó not as rules to hammer each other with ó but as guidelines for a healthy fellowship.

Review the covenantal agreements (Seven Threads) every six months and every time new people join the team

Use a simple five point scale as an anonymous way to assess how your team is doing.

Discuss together ways to improve your team relationships and functioning.