

# LEADING OUTSIDE THE WALLS

How Externally Focused Churches Engage and Grow Ministry Leaders

*by Krista Petty*

## **Article Summary**

Leadership Network recently surveyed 32 divisional leaders of influential externally focused ministries around the country and found that they have implemented leadership structures in a variety of ways. This report examines why churches specifically assign a leadership role to externally focused ministry, how they find those leaders, what these leaders face, how they build teams and sustain themselves.

## **Further Reading**

[Missional Households: Externally Focused Churches Discover the Value of Families that Serve](#) by Krista Petty

[Going Glocal: Externally Focused Churches Engage in both Global and Local Missions](#) by Krista Petty

[Externally Focused Small Groups: How Churches are Re-engineering Their Small Groups for Community Service](#) by Krista Petty

In today's challenging economic times, many state and local governments are cutting budgets. From talks of closing city recreation centers in Ohio to limiting the number of social workers in Arizona, government operations might become more lean as the demand for services will most certainly rise. Where will people turn for additional help? In many cases they will look to the church.

Compassion for people in need continues to be a priority for externally focused churches, yet these churches are also affected by the sluggish economy. Ministry of this kind is never easy, but current economic pressures demand quality leadership. Externally focused ministries cast vision and take action to transform and restore spiritual and physical brokenness. Leaders of externally focused ministries will have to be innovative, collaborative and skilled as they follow God's call to serve in an ever-changing local and global economy. Externally focused leaders perform a variety of functions, many times outside of the traditional realm of pastor or volunteer coordinator. They may go to board meetings at local non-profits, mobilize small groups as well as huge numbers of people for projects or workdays. Their primary focus is answering the question: if our church vanished, would our community notice?

What does it take to lead a church out into the community and the world? Who are these point leaders and what sustains them? Leadership



Externally focused leaders perform a variety of functions and their primary focus is answering the question, if our church vanished, would my community notice?

Network recently surveyed 32 divisional leaders of influential externally focused ministries around the country and found that they have implemented leadership structures in a variety of ways. Some take the traditional route of hiring trained staff while others employ marketplace leaders to spearhead their efforts. Churches are also responding to the passions of their laity—engaging more and more “unpaid staff” to lead their community involvement efforts. Whether the position is financially compensated or not, reaching out to hurting neighbors is what externally focused leaders feel called and compelled to do. This report examines why churches specifically assign a leadership role to externally focused ministry and how they find those leaders. It also shares what these leaders face, how they spend their time, build teams and sustain themselves.

### Why designate a leader or staff person specifically for externally focused ministries?

The externally focused staffing and leadership survey uncovered four critical reasons externally focused churches hire or provide clear leadership to launch or grow their ministries.

#### It's critical to mission.

Fred Grossenbach, Interim Director of Impact for **Blackhawk Church**, Madison, WI, (<http://www.blackhawkchurch.org>) simply states, “It's mission critical.” And he means that very literally. Gregg Bergman, Blackhawk's Executive Pastor, explains, “Our mission statement is ‘Building a loving community that follows Christ in order to reach a community that is lost without him.’ Half of what we do is build and half of what we do is reach. Our Director of Impact role on staff affects or actually infects all areas of ministry: small groups, teaching, spiritual formation, students, and so forth. This person has an impact in all of these ministry zones.”



GREGG BERGMAN

That's why, even in tough economic times, Blackhawk is seeking to fill their full-time Director of Impact opening while other churches

are placing a freeze on hiring. “We are like every other church feeling the crunch. Our town of Madison is a little bit insulated but there is no question that the economy has had its effects. While our giving is up, expenses and ministry is up and to the right as well,” says Gregg. Like most, Blackhawk is trying to do more ministry with the same or fewer dollars. “We didn’t cut any staff which we were thankful for because we have found it is difficult to cut and still succeed. So, we’ve had no discussion on halting this search,” he continues.

Blackhawk desires to grow even deeper in their local and global involvement and believes a staff person helps bring intentionality to it. “We are also trying to encourage grassroots service efforts. Not all ministry has to be sponsored by our church to be significant. We encourage people who are passionate for something and ask them ‘how can we help you get organized and focused without putting you on the budget?’ We have all manner of great ideas and too many options. A specified leader will help bring focus and synergy to this momentum,” shares Gregg.



Blackhawk desires to grow even deeper in their local and global involvement and believes an externally focused staff will make that desire a reality.

### It’s in response to Scripture.

“God has a heart for people on the margins and has been showing us that in new ways,” shares Kirk DeWitt, Community/World Pastor for **Calvary Community Church**, Westlake Village, CA (<http://www.calvarycc.org>). Kirk admits that the small denomination he grew up in lacked an

emphasis on the local side of outreach. “There was a big focus on prayer, discipleship and overseas mission but not great focus on local mission. At Calvary, we had a pretty good focus on personal evangelism, like sharing faith with co-workers, family, and neighbors. And until recently, didn’t seem to place much emphasis on Scriptures like Matthew 25 or James 1 about extending mercy.”

*“They also will answer, ‘Lord, when did we see you hungry or thirsty or a stranger or needing clothes or sick or in prison, and did not help you?’ He will reply, ‘I tell you the truth, whatever you did not do for one of the least of these, you did not do for me.’” Matthew 25:44,45*

*“Religion that God our Father accepts as pure and faultless is this: to look after orphans and widows in their distress and to keep oneself from being polluted by the world.” James 1:27*

In the last five years, though, Kirk has seen a real change in response to the above Scriptures. “We see the marginalized right here in Westlake and realize that that caring for them is not someone else’s job. It’s not a county or city problem. It is a Christ-follower problem. The church needs to start doing our job. God has left us here to save people and many times we are all about the word and not about deeds. We have to be a people of both word and deed,” he says.

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### It’s what the congregation wants.

At 24 years-old, Casey Yorman came on staff at **North Coast Church**, Vista, CA (<http://www.northcoastchurch.com>). “The idea was presented that it could be valuable to our community and to our small groups if groups served together. I came on part-time to coordinate that for



KIRK DEWITT

one year and it just exploded,” admits Casey. This grassroots serving effort has grown into a congregation of small groups averaging almost two community service projects a day as well as numerous partnerships and significant relationships with city, county and non-profit agencies. “The response of North Coast members signing up and desiring to serve forced the church, in a good way, to consider the staffing necessary to accommodate this movement outward to serve,” shares Casey. Six years later, Casey is the full-time Community Pastor and works with a full-time project coordinator and a dynamic team of volunteers.

### **It’s what the community needs.**

In 2003, John Wilson was serving as the Associate Pastor of Student Ministries for **Lake Avenue Church**, Pasadena, CA (<http://www.lakeave.org>). He began to realize his youth group was not necessarily reflecting the racial and economic diversity of his church’s neighborhood. Asking the question, “Why aren’t the urban students in my church?” led to a career change and more focused attention on at-risk youth for the church. The need was present all around us, we just needed to open our eyes and respond. In October 2005, John put his youth ministry skills and his education in social ecology and went to work as the Executive Director of Lake Avenue Community Foundation (LACF). LACF is a 501c3 organization birthed from the church that is committed to unleashing the God-given potential of at-risk youth. Under John’s leadership, LACF is giving greater attention to empowering kids, providing them the tools rise above the challenges of their environment to become college-educated, responsible citizens of the community.<sup>1</sup>



At Lake Avenue Community Foundation, kids are empowered and challenged to meet their full potential.

### **Who are these externally focused leaders?**

The survey reports that they are typically males (72%) between the ages of 30-60 with Bachelor’s degrees (42% also have a Master’s degree), but they aren’t necessarily seminary trained. Only 26% had Bible college or seminary training as a part of their educational experience. Most work over 40 hours a week and others are part-time employees or, as mentioned above, unpaid staff.

But beyond the basic demographics, who are they? They are innovators, entrepreneurs, students, teachers, motivators, and project managers. Externally focused churches told us that those leading the way into community are passionate for people and experienced at leading volunteers—whether that experience comes from inside the church or out in the community. Professional pastoral experience is not as important as volunteer experience and having a passion for people on the margins.

### **Where are these externally focused leaders coming from?**

#### **Hiring internally for an external focus**

Only two of the 32 churches surveyed said they hired someone new to the congregation to fill an externally focused leadership role. Hiring from within the congregation and/or community is the typical path. At least it was for Jeff Randolph. Jeff is a real estate developer attending **Grace Church**, Greenville, SC (<http://www.gracechurchsc.org>) who has recently come on board part-time to deepen the church’s involvement in the community.

Five years ago, Jeff would have never dreamed he would lead a community group, much less be given a title and a part-time role on the local missions staff. “I’m not theologically or seminary trained and if you look at my past, I’m not your typical pastor person,” he admits. Reflecting on his journey, however, God had been weaving together his passions and professional networks for such a time as this.

Part of his career in real estate has included working on urban housing developments. “I got drawn in by my employer at the time to work with the National Urban League. We got involved in

one of the worst housing situations in our city. There wasn't even running water in the houses," says Jeff. He was hooked on the first day after meeting the children who lived in the substandard housing and worked in that neighborhood for 15 years—all as a part of his career, but not as ministry for the church.

The work did cause him to question the underlying issues to poverty. "I would build a better house or neighborhood, but we didn't deal with some of the health, safety or education issues. I struggled because I was in the real estate business and didn't know how I would work on those other things. How could I deal with education or safety?" says Jeff.

The teaching pastor at Grace, Matt Williams, helped him get through that. "I knew the more I worked there and connected with the people and heard their stories that it was more than just housing," he shares. Fifteen years and 90 houses later, Jeff's team was finally done. At a celebration, they not only celebrated the new homes, but life change. "One of the children

that lived in those houses has now gone to college. Lives are changing and cycles are being broken," he says.

As Jeff got more involved in church, the staff saw his connection and heart for the community and asked him to come on staff part-time to help vision the future community involvement ministry for Grace. Scott Mozingo, pastor of community for Grace says that having the right person in place means they are completely sold out to the mission of the church. "We look at character. Are they really bought in? Jeff and I dream together what it will look like to do ministry together for the next 30 years!" Without a huge title or huge compensation, Jeff is empowered to be the champion for our church in the community," says Scott.

#### **Repositioning existing staff or volunteers**

Thirty-eight percent of churches surveyed said they added externally focused to responsibilities of existing staff and 34% repositioned staff. Chris McElwee began his ministry with **Wheaton Bible Church**, Wheaton, IL (<http://www.wheatonbible.org>)



500 people showed up at the first Carefest event coordinated by Wheaton Bible Church's Chris McElwee.

in youth ministry. “I thought I would be there for about five years and then go on the mission field overseas. My MDiv was in missions,” admits Chris. “After serving in youth ministry for six years the church decided to start a new service for young adults and I led that,” says Chris. The same time that transition was taking place for Chris, the church campus was relocating four miles away.

During the campus transition, Wheaton Senior Pastor, Rob Bugh, sensed few neighbors from the old community would miss the church when it moved. “We had been on the corner for 60 years! Rob said to me, ‘Chris, in 60 years, we don’t want our new neighbors to say the same thing. We want the community to welcome us and miss us. We want the community to know we are an asset to them,’” shares Chris.

That challenge inspired Chris to begin some externally focused activities, while still overseeing young adults. “We just started with a service event called Carefest. We expected 250 people to come serve and 500 showed up. The response from the community was really good, too,” says Chris.

While Carefest added work to Chris’ already crowded plate of responsibilities, he started looking into some other service opportunities. He says, “We had 300 refugees coming into our county every year and some people from our church were serving them, but they weren’t having the best experience. The volunteers were not equipped or receiving pastoral help so I started looking at how we could shore that up a little bit.” From there, he started looking into the church’s Big Buddy partnering program. Chris explains, “Although we invested up to \$10,000 a

year in this community program, I could only find a few people involved in it from our church and that didn’t make sense. I desired to invest time there, too.”

Little by little, Chris’ heart was being drawn into a new ministry—one outside the walls of the church.

Finally, he had a catalytic experience that sealed his commitment to externally focused ministry. Chris shares:

*I went to the airport to help pick up a refugee family who had traveled here from the jungles of Burma, to Thailand now to DuPage County, IL. As I was sitting at their apartment, I could smell fish paste coming from the windows. Down below me was an African American family wearing traditional African garments and a little baby playing in the alley. Across the way I could see an Eastern European family that I knew had immigrated from Kosovo. For a moment I said to myself ‘Where am I?’ I literally lost my bearings. I was in downtown Wheaton-which is about as American apple pie as you can get when I realized that I was totally on the mission field. I went home and told my wife about the experience. I then went to staff leadership and said I’ll do this full time. Come to find out, leadership was hoping I would say that. Even though I had been at this church for seven years, I clearly saw this was why I was here. So they’ve hired me full time to do it!*

Wheaton’s Chris McElwee and Lake Avenue’s John Wilson repositioned from young adult and student ministries to externally focused ministry, but where are most of the “repositioned” staff and/or volunteers coming from? The top five ministry areas<sup>2</sup> where volunteers or staff are repositioned from are:

Volunteer Involvement (30%)

Outreach/Evangelism (22%)

Global Missions (19%)

Small Groups Ministry (19%)

Student Ministry (19%)



Chris McElwee with several volunteers at a Wheaton Bible College Carefest event.

Most of those repositioned to externally focused ministry were given the primary responsibility of mobilizing people inside the church to go out to serve with partnering organizations. Engaging volunteers inside the church, sharing faith through evangelism and global mission trips often play a secondary role.

## How do you find the right person to lead local service initiatives and mobilize people?

Finding the right person for the job is one of the most exciting and most troubling tasks a congregation faces—no matter what role the church is attempting to fill. Fifty percent of the churches surveyed said they've hired new staff to launch or expand the capacity of their externally focused ministry. But what happens when you don't find the right person from the inside?

Admittedly, this has been a slower process for Blackhawk Church than they would like, but finding a good match is significant. The search began by looking internally. Not finding the right fit from inside the church, leadership slowed down the search and began networking with others church leaders. "Our third step is to put the position out there nationally, on postings like churchstaffing.com. We are now talking seriously with a couple of candidates," says Gregg.

Prior to starting their search, Gregg says he and others made a list "Gotta Haves" and "Nice to Have" criteria for this position.

### Must have:

- *Leadership:* "This has to be a primary gift. We can supply organizational ability, but we can't supply leadership. They have to bring that gift with them," says Gregg.
- *Cross cultural experience:* Gregg shares, "We are looking for both on-the-ground and organizational cultural experience."
- *Team Building:* "There is a difference between someone who has been on a mission experience and one who has led, identified, and empowered other leaders to fly," notes Gregg.

### Nice to have:

- Organizational and administration abilities
- Teaching in one of our Sunday venues
- Supervisory experience

His primary advice to churches seeking to hire for this ministry is to already be changing the church culture, don't wait for the staff person to do it. "We know of a church that said they wanted to be externally focused and hired a staff person to be a 'change agent'. I think that is dangerous conversation. When this person got into the job, they realized the staff did not want to really change and he was let go. That can be a very disillusioning experience," warns Gregg.

## What skills do they employ?

The churches surveyed shared the essential skills and experiences that their externally focused leaders need to have. The top five essential skills voted were:

- Biblical understanding of service (84%)
- Experience in equipping/leading volunteers (75%)
- Passion for people in the margins (72%)
- Communication and motivational skills (69%)
- Networking abilities (68%)

With an undergrad degree in communications, Colleen Marks brought a unique set of skills and experiences with her into the Community Pastor position at **Whittier Area Community Church**, Whittier, CA (<http://www.wacc.net>). "During my time in college, I did some field reporting for a jazz station called KKJZ. When I was done with school, I was asked to head up a new ministry called the Connections Ministry as a layperson, focusing on the loving people part of our mission statement," says Colleen. From there, God opened the door for her to take a part-time position as the Public Relations Pastor and then the full-time Community Pastor role. "Now, the main focus of my job is to help equip and mobilize the church to meet the needs of our



Colleen Marks (center), poses with some ladies at a Women's Conference Whittier Area Church ran in the Bahamas.

community. I love what I do and it such a privilege to serve and minister in the community where I grew up!" says Colleen.

Her communications background has come in quite handy and one of the greatest perks she notes about the job is story-telling. "Daily, I have used my experiences in communications in the church setting," she says.

Not only is Colleen's background unique, but her role as a woman in leadership is as well. Whittier Area Church has 11 men and four women in pastoral roles, which echoes the externally focused church leadership survey results: only 29% noted that their externally focused leadership position is filled by a female. "There are not as many women pastors in our community, so at some community meetings of evangelical ministers, I sit in the minority by both being a woman and under 30," says Colleen.

She might be in the minority, but she is grateful to be at the table. "I do feel very valued and feel my voice is heard. I believe all of us have much to

offer, regardless of gender and I am grateful to serve at a church that teaches that men and women were created by God and equally bear his image (Gen 1:27)," she says.

Regardless of whether the externally focused leader is male or female, Colleen believes passion for people on the margins is the key. "My time with some of the homeless, the AIDS clients, and others who are often judged instead of loved, has given me a deep passion to help be a voice for them to the church," says Colleen.

### How do externally focused leaders spend their time?

On average, externally focused leaders surveyed for this report spend a fairly balanced amount of time across the following activities:

- Collaborating with other staff and ministry areas (21.1%)
- Organizing, managing or performing service projects (21.4%)

- Communicating and networking with community agencies (21.32%)
- Leading and equipping volunteers (18.6%)
- Educating congregation on biblical principles for service (8.9%)



Casey Yorman, (North Coast Church Community Pastor) travelled to Manila, served breakfast for street kids in Mexico and scouted out service projects as a student at Bakke Graduate Institute.

Some leaders also spend their time raising funds, managing staff and setting vision and strategy. North Coast's Casey Yorman suggests people leading externally focused ministry stay organized yet flexible at the same time. "A few years ago I had to learn my own rhythms of work. I'm not the kind of person that can stay in my office all nine to ten hours a day," says Casey. He spends time in the morning reading before coming into the office and then makes the most of his time on the church campus both organizing project details with volunteers and connecting with other staff members.

Casey admits to getting easily distracted so every Monday he jumps in and plans his week. "I even take 15-20 minutes daily to plan my day. I am so free-flowing and would not normally be a checklist kind of guy. I can get distracted by the next phone call or email, so I constantly recalibrate with my week planning because there is more work than you can really do in this kind of job. You have to decide what you are going to do and what you are not going to do all the time," answers Casey.

He also spends time staying connected to what is going on in his city. "A few years ago I was at a city event and one of the council members was talking about a newspaper article. I realized that everyone read the local paper but me," he says. He now makes a point to have the paper delivered to his office and engages a volunteer to clip all articles related to the city council, local nonprofits, crime, and anything related to externally focused.

"I make an effort to read all of those because there is no better way to keep up with the community than to read the local paper," says Casey. Taking that time to stay informed has paid off numerous times. "I found a partner organization out of an article in the paper and even found out one of the organizations we partnered with mismanaged funds. I also noticed that graffiti was noted in the newspapers and then the mayor mentioned it in a breakfast meeting. I realized that cleaning up graffiti would be a good fit for some of our small groups to do," says Casey. After a couple of phone calls to city agencies, the church became involved in clean up projects around the city.

His primary role is to have a hand in growth groups, helping teams connect to service projects and ministry partners outside the walls. "It is the anchor of everything, especially when we average two service projects a day by small groups. Of course, things don't always go perfect. We had one agency and volunteer from our church that developed a toxic relationship, so I am the go-to person for those kinds of resolutions," says Casey. A third piece that Casey sees as essential in his role as a church member and community pastor is serving as President of the Board at the local homeless shelter. "I work and volunteer time there. I ask people to work a full week and then volunteer on their free time, so I do that too. It has been one of the most amazing things. It has opened other doors of relationships to the city," he says.



CASEY YORMAN

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Casey spends about four hours each month volunteering as well as speaking on behalf of the organization to other churches, groups and the city council. This is in addition to the direct time he spends emailing and phone calling for the shelter most weeks. “We, as a shelter not church, are involved in human trafficking issues, homeless issues, women and kids issues,” he says.

### Are externally focused leaders doing or equipping?

One powerful result of externally focused ministry has been the equipping of laity to serve in leadership roles, making this ministry less staff-driven than most. Thirty-eight percent of churches surveyed equipped or repositioned a layperson to lead their externally focused initiatives as an unpaid staff person.

For a guy who admits he can’t sit still for long, Casey spends a surprising amount of time actually in the office “I spend at least 30 hours on the church campus. I do like to go out and manage projects, but the reality is that I am here to empower the people of the church to serve others. I can’t and I shouldn’t manage every project we do. No other leaders will rise up if I do it all. Managing projects and having a high level of contribution is part of a volunteer leader’s spiritual growth. I have intentionally

forced myself to be on the church campus more than I would like and let others lead,” says Casey.

Casey continues, “One of my personal guiding principles is that I will do whatever will do the most good for the

community. So, I sit behind my desk and enable 20 projects to happen in a week. If I go out and run them all myself, then I can only do four. Empowering others is what will accomplish the most good.”

### Higher expectations, higher results

Calvary Community Church has a unique team approach that includes the combination of both

paid staff and unpaid staff to lead both community and world mission efforts. “I think some churches err on one side or the other when it comes to staffing for external focus,” says Kirk DeWitt. “I like our balance. We’ve made global and local missions a high priority—to the point we staff for it. However, we also realize that there is much more that needs to be done than we have money to do. So, we empower key people that aren’t just following orders or pawns. They are leading.”

“One of the lies I bought into years ago was that leaders shouldn’t ask too much of people. I’ve found, though, that if I don’t ask for much they won’t feel valuable,” says Kirk. Calvary asks and expects a lot from volunteers and, in return, resources these volunteers—like taking the entire team to conferences and investing in relationships. “We go out for lunch on birthdays, have Christmas parties and function like an entire team all the time, whether you are paid or unpaid. Other staff members see them as decision-makers and are even jealous that our unpaid staff get the coveted community/world team shirts,” laughs Kirk.

At Calvary, one of the only differences in paid and unpaid is the flexibility for those that have other jobs or commitments. “Many of them have other careers that are time flexible. They work, but they are able to be in charge of their time, not their time in charge of them. Sometimes, we need to recognize that they are working “two” jobs and offer flexibility for missing meetings now and again,” he shares. [Note: To learn more about the externally focused staffing structure of Calvary Community Church, see their staff organizational chart in Appendix C]

### Tips for working in teams

While everyone’s leadership style is slightly different, interviews and surveys with externally focused leaders show that this ministry is not a one-man show. Thirty-one percent of churches

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surveyed say they launched or expanded their externally focused ministry by creating a new team with decision-making authority.

Dr. Chris Hardy is the Pastor of Leadership Development for **Westover Church**, Greensboro, NC (<http://www.westoverchurch.com>). Westover served as the launching pad for Agents of Grace (<http://www.agentsofgrace.org>), a collaborative, city-wide service movement that helps thousands serve in 50 non-profit agencies, schools and parks. His four principles of team-building include drafting team covenants, creating position descriptions, having a sense of collaboration and creating a sense of community within the team. Chris writes:



CHRIS HARDY

**Covenants.** *“Covenants are agreements to provide the details of how team members work and serve together. Covenants are living documents that team members use to honor one another and the decisions they make.”*

**Commitment.** *“Clearly defined roles are important. When team members’ input is received, respected, and valued they have a greater sense of ownership and commitment to the team and each other.”*

**Collaboration.** *“Teams should seek unity in the midst of their diversity. There should be individual and collective goals that are achieved.”*

**Community.** *“When we become too busy with the work of ministry that we neglect development of positive relationships, we greatly reduce the team’s effectiveness.”*

### Flexibility in a tough economy

Most congregations are carefully assessing spending and looking at ways to be wise stewards of people and financial resources. Have budget constraints altered plans and staff positions? Last year, North Coast Church had three key staff openings, but chose to not fill them. Casey explains, “The policy of our church is that we are

not rehiring positions right now. When someone leaves, other people are moved around.”

With the shifting of responsibilities, Casey had more added to his plate. “For the past five months I have served as a Video Café Venue Pastor as well, where I alternate responsibilities with another pastor to emcee a worship service,” he says. Along with emceeing, Casey writes a weekend report about that worship venue, helps the people in that service adopt a missionary and attends weekly decision-making meetings about North Coast’s multi-sites. “I serve as a ‘controller’ of the little church inside our bigger church body,” he says.

Casey admits that it’s a little harder, but he tries to keep a proper perspective. He shares, “I am also running the unemployment ministry and I know exactly how many people are unemployed. When you look around and see other pastors getting laid off, it is a bad time to argue for your own self-realization. Am I better fulfilled in externally focused ministry? Yes, but you do what the team needs.”

### Leveraging for “Glocal” Impact

With the economic downturn, Calvary has been leveraging people’s passion for global missions in a more cost-effective and local way. “Not as many people can afford trips right now, so we are sending less people overseas. While we will still send groups on 40 trips (down from 50 last year), our trip teams will be smaller in size,” admits Kirk. But, that isn’t stopping leadership from challenging people to have a heart for the world. “One thing we are encouraging our people to do is to engage the global people group they love right here locally. I’ve been telling folks: ‘If you have a heart for Iran, Sudan, or Afghanistan, find that community here in Los Angeles! Every country in the world is represented here, so if you have a heart for another country, go eat at those restaurants and visit their church once a month.’”

### Still giving to external ministry

Staffing expenses might be tight, but the survey indicates externally focused churches still give sizable percentages of financial resources to

mission efforts—anywhere from 5% to above 30% of their overall budgets. “The momentum within the congregation is great. God has done some remarkable things in the past couple of months. Our Advent Conspiracy event in the fall leading up to Christmas was a bowl-you-over-God thing. Doing this without Senior Leadership was an indication of a ground-swell of things happening,” says Gregg from Blackhawk Church.

Advent Conspiracy (<http://www.adventconspiracy.org>) is a national movement by which local congregations ask members in their church to



Members from Blackhawk Church shared on bulletin boards how they were going to give more and spend less for their Christmas 2008 Advent Conspiracy.

forego their usual Christmas spending and make or purchase smaller gifts for family and friends. The money saved is then sacrificially given to missional endeavors. Blackhawk, itself, saw materialism’s affect shrink and people’s hearts grow large as they raised \$185,000 to drill 10 water wells in Peru and aid ministry partners in Romania and Honduras. “All funds went outside the walls of Blackhawk. We were blown away!” enthuses Gregg.

### What is an externally focused pastor’s relationship with the senior pastor?

While the mission staff and team members play an important role in launching and expanding their church’s resources of time and money into the community, what is the role of a senior pastor in externally focused ministry?

In some churches there is a senior pastor that is very involved personally in externally focused ministry and has a heart for the city. But Calvary’s Kirk DeWitt shares, “Honestly, that’s not the norm. Our senior pastor is new to ministry like this and is learning what an externally focused

church is supposed to be. He is open to understanding what role the weekend services play in casting an externally focused vision and we understand his challenge to keep things in balance.” Kirk and his team help the new senior pastor by sharing stories of how God is working through people in the city and the world. “We keep him informed of great God-stories of service in our community and world. He is inspired by those stories and weaves them into his message when he can,” says Kirk.

North Coast Church is known for many things: being externally focused, leading the Sticky Church concept and Multi-site ministry. As a church that resources other churches, Casey often receives calls or emails from other leaders, looking for advice. He shares, “I often get calls from leaders looking for advice about how to get their senior pastors on board and sold out for externally focused ministry. They tell me, ‘If only he would tell people from the pulpit, then thousands would serve the city.’”

Like stock broker EF Hutton, when the senior pastor talks do people listen? While it is true that teaching about mercy, justice and service are important parts of casting vision for an external focus, Casey thinks that too much emphasis is mistakenly put on the pastor’s endorsement. He says, “My relationships with Larry Osborne and Chris Brown [North Coast’s Teaching Pastors] are good, but we did not build this ministry on promotion or endorsement. Larry has a saying around here ‘build on islands of strength.’ What he means is that we wait and see if something will take off.”

That’s exactly what happened for externally focused ministry at North Coast. “We did not go

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in some massive new direction because Larry spoke from the pulpit and made it happen. I served in this role part-time for a year and it grew. My positive experience with externally focused has been grassroots efforts. Our senior pastors couldn't help but recognize the success we were having and were smart enough to resource it, encourage it, and sometimes highlight it," shares Casey.

### What sustains externally focused leaders for the long haul?

Exposing brokenness and partnering with God to bring restoration to a community can be rewarding work. It can also be overwhelming. Not every day is filled with warm bowls of soup or thankful people. Jesus, upon healing 10 men of leprosy received praise and gratitude from only one.

*"Jesus asked, 'Were not all ten cleansed? Where are the other nine? Was no one found to return and give praise to God except this foreigner?'" Luke 11:17, 18*

Sometimes disillusionment at the systemic issues of poverty set in. Friends are made in the city and friends are lost in the city. Jesus, himself, wept over the loss of his friend Lazarus and expressed sorrow over the city.

*"O Jerusalem, Jerusalem, you who kill the prophets and stone those sent to you, how often I have longed to gather your children together, as a hen gathers her chicks under her wings, but you were not willing!" Luke 13:34*

Casey Yorman admits to experiencing painful losses in ministry. "We had an eight-month-old infant die at the shelter. The mom went out for a smoke, but didn't put the baby in a crib and the baby suffocated where she was lying. My friend Danny was a police officer and he was killed by gang violence in our city. You just don't do this work and not expect heartbreak," shares Casey.

How do those with a burden for the city maintain their focus on mercy and justice for the long haul? Dr. Eli Morris, Associate Pastor of Urban

Ministries for **Hope Presbyterian Church**, (<http://www.hopepres.com>) has served God and the racially divided city of Memphis, TN for over 30 years. From his early days of student teaching at an inner-city middle school to serving alongside neighbors for community restoration, Eli has seen his share of poverty, prejudice and heartbreak.



ELI MORRIS

Brokenness, although disheartening, is one of the things that keeps Eli in this work. "It can be devastating to their heart, but acknowledging my own brokenness helps me a ton. I understand how flawed and absolutely poverty stricken I am apart from Christ. I'm not a very judgmental person because of my own brokenness. I don't build up a whole lot of resentment if someone is ungrateful or if someone misuses money we might give. Sometimes I'm ungrateful. Sometimes I make foolish use of my money. The common human condition is that we mess up," he says.

He also relies on the love of family to help sustain him. "My family has been spectacular. My wife and three kids are incredibly supportive. My daughter had a very cool and diverse education and she ended up at a state school on the other side of Tennessee. She called and told me, 'Dad, I miss black people.' In a real redemptive sort of way she told me she missed Memphis. My kids and wife are on my team," says this proud father and husband.

Finally, Eli doesn't go on the journey of service in the city alone. "There is this precious group of urban warriors that make up my core group in my life. I couldn't do it without them. Every Tuesday for 15 years I have lunch with two guys—both of whom are also in urban ministry. One is African American and the other white," says Eli.

Is their conversation deeply rooted in theology of loving the city and prayer walking? He laughs and shares, "There is nothing very spiritual about it. We just meet and talk bad about people that we don't like and we talk good about people that we love. When the wheels come off for us, we stand with each other. I talk to those guys just about every single day and those friendships have

been unbelievable. I also still enjoy friendships from my years in Young Life Urban Ministry. I live in these long-term relationships with people that understand me and my language. Those sustain me."

### It's all worth it.

Eli shares that his favorite part of the job is watching people connect to something deeper. He began his career serving the city almost by accident, but in retrospect, very much by God's design. As a 21-year-old education major, it was time for Eli to begin student teaching. "I asked my supervisor if I could request a school. I wanted to be placed in an inner city junior high. It wasn't because I wanted to change the world or had this great social conscience. I was a pragmatist and I wanted to see what the toughest situation was. I didn't want to go to a cream puff middle or high school and then get a real assignment upon graduation and it be a nightmare. I wanted to see

a nightmare in a controlled, short-term environment," he shares.

This young teacher got what he asked for. "She stuck me in the toughest middle school in the city: Porter Junior High. It absolutely transformed my life. All of the sudden, in a city I grew up in, I was completely knocked off me feet. That's what really changed me and sparked an incredible passion for people different than me and those living on the economic ragged edge," says Eli.

That passion for service that was parked in Eli in 1977 at Porter Junior High continues to inspire his work to this day. "I love to see that light bulb replicated in people who are living in a pretty isolated and insulated environment. I am still taking people into that very neighborhood, driving down that same street with van loads of people saying God's doing incredible work down here. My heart was so transformed there and it is a privilege to take people on that same journey."



KRISTA PETTY

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Leadership Network's mission is to identify, connect and help high-capacity Christian leaders multiply their impact.

*\* Unless otherwise noted, all Scripture is taken from the NIV translation.*

## ENDNOTES

<sup>1</sup> <http://www.lakeavefoundation.org>

<sup>2</sup> Survey participants were asked to “check all that apply” in response to this question

<sup>3</sup> *The 4 C's of Strengthening Team Relations*, by Dr. Chris Hardy, Rev. Magazine, Group Publishing, Loveland, CO, Sept/Oct 2008. Pg 62.

## RESOURCES FROM LEADERSHIP NETWORK



### EXTERNALLY FOCUSED CONCEPT PAPERS

#### MISSIONAL HOUSEHOLDS: EXTERNALLY FOCUSED CHURCHES DISCOVER THE VALUE OF FAMILIES THAT SERVE

From parent/child mission trips to preschoolers packing lunches for the homeless, externally focused churches are designing service projects that focus on family participation. Making a difference and influencing the next generation towards compassion are just two of the many reasons why. A recent study reveals that it's actually what families want from their church: more ways to serve!

#### GOING GLOCAL: EXTERNALLY FOCUSED CHURCHES ENGAGE IN BOTH GLOBAL AND LOCAL MISSIONS

Have you heard the new buzz word in missions? Glocal: it's the combination of local and global missions into one. While the word glocalization has been around in business vernacular since the 1990s, churches are now adopting the term as well as the concept that what they do across the street and around can works together to grow the Kingdom of God.



### PODCASTS

#### OMAR REYES: CREATIVE PARTNERSHIPS FOR OUTREACH WITH EXTERNALLY FOCUSED CHURCHES

Omar Reyes, development pastor at Northwood Church in Keller, TX, has helped mobilize the 2,000+ members into service within their communities. Omar shares practical steps on how to transform a church into being externally focused with a strong sense of outreach and innovation. LENGTH: 10:47



### BOOKS

More than 30 titles from the leading thinkers and practitioners in church ministry are available through the Jossey-Bass imprint series, and the Leadership Network Innovation Series with Zondervan. Books in each of these series illustrate effective leadership in today's changing cultural landscape, with the intention of reaching the growing numbers of people who seek God but are yet to know God.

#### *LIVING A LIFE ON LOAN: FINDING GRACE AT THE INTERSECTIONS*

By Rick Rusaw and Eric Swanson

As a Christian, your life is no longer about you. It is allowing God to write his story through you and your story.

#### *THE EXTERNALLY FOCUSED CHURCH*

By Rick Rusaw and Eric Swanson

If your church vanished, would your community weep? Would anyone notice? Would anyone care?

### LEADERSHIP NETWORK ADVANCE E-NEWSLETTER

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[Digital @ Leadership Network](#) — How technology relates to your innovative ministry.

## Appendix A

### Staffing and Leadership Development Survey

| 1. What initial staff/leadership changes or additions did your church make to launch or expand the capacity of your externally focused ministry? (Check all that apply.) |    |     |
|--|----|-----|
| Hired new staff  | 16 | 50% |
| Added externally focused component to responsibilities of existing staff   | 12 | 38% |
| Equipped or repositioned a layperson to lead initiative as an unpaid staff person  | 12 | 38% |
| Repositioned current staff to new position   | 11 | 34% |
| Created a new committee/team with decision-making authority  | 10 | 31% |
| Asked various ministry areas to adopt a community ministry as a part of their strategic plans  | 10 | 31% |
| Other, please specify  | 6  | 19% |

| 2. If your church has hired (for full-time or part-time pay) a new staff member with major responsibilities in externally focused ministry, where did that person come from? If you've hired more than one person, use your most recent hire as your model. (Check all that apply.) |    |     |
|---|----|-----|
| An existing member of our church  | 14 | 45% |
| We did not hire a new staff member  | 12 | 39% |
| Someone with special skills or background   | 10 | 32% |
| Someone who already has connections in our community  | 4  | 13% |
| Someone new to our congregation   | 2  | 6%  |

| 3. If staff or volunteers were repositioned or had externally focused added to their responsibilities, what ministry area are/were they serving with at the time? (Check as many as apply.) |   |     |
|---|---|-----|
| Volunteer/Involvement   | 8 | 30% |
| Outreach/Evangelism   | 6 | 22% |
| Global Missions   | 5 | 19% |
| Small Groups Ministry   | 5 | 19% |
| Student Ministry  | 5 | 19% |
| Children's Ministry   | 4 | 15% |
| Halftime/Senior Adults Ministry   | 4 | 15% |
| Men/Women Ministry  | 4 | 15% |
| NOT APPLICABLE to us  | 4 | 15% |
| Other, please specify   | 4 | 15% |
| Young Adults Ministry   | 4 | 15% |

|                           |   |    |
|---------------------------|---|----|
| Pastoral Care/Benevolence | 2 | 7% |
| Worship/Media Arts        | 2 | 7% |
| Teaching/Education        | 1 | 4% |

|  |           |             |
|--|-----------|-------------|
| <b>4. Is the person primarily responsible for the implementation of externally focused ministry at your church, whether paid staff or volunteer, male or female?</b> |           |             |
| Male   | 22        | 71%         |
| Female   | 9         | 29%         |
| <b>Total</b>   | <b>31</b> | <b>100%</b> |

|  |   |     |
|--|---|-----|
| <b>5. Please select the age range of the externally focused leader you just described. (Choose one.)</b> |   |     |
| 30-40  | 8 | 26% |
| 40-50  | 8 | 26% |
| 50- 60   | 8 | 26% |
| 20-30  | 4 | 13% |
| 60+  | 3 | 10% |

|  |    |     |
|--|----|-----|
| <b>6. On average, how many hours a week does this person work or volunteer? (Choose one)</b> |    |     |
| 40+  | 22 | 71% |
| 20-30  | 7  | 23% |
| 10-20  | 1  | 3%  |
| 30-40  | 1  | 3%  |
| 5-10   | 0  | 0%  |

|   |    |     |
|---|----|-----|
| <b>7. Please select the education level that best describes your externally focused leader:</b> |    |     |
| Bachelors Degree  | 14 | 45% |
| Master's Degree   | 13 | 42% |
| Please check here if any portion of the education was from a Bible College or Seminary.         | 8  | 26% |
| Doctorate   | 3  | 10% |
| No degree   | 0  | 0%  |
| Associates Degree   | 0  | 0%  |

**8. Pick the statement that best describes the longevity of your externally focused leadership over the past five years.**

|                                      |    |     |
|--------------------------------------|----|-----|
| We have had a consistent leader.     | 18 | 56% |
| We have had some turnover.           | 10 | 31% |
| We have had a high rate of turnover. | 4  | 12% |

**9. From the following list of experiences and skills, please indicate how important each is for your church's externally focused leader:**

| Top number is the count of respondents selecting the option.<br>Bottom % is percent of the total respondents selecting the option. | Essential | Desirable | Non-essential |
|--|-----------|-----------|---------------|
| Professional community leadership experience (nonprofit director, school district employee, etc)                                   | 5<br>16%  | 17<br>53% | 10<br>31%     |
| Volunteer leadership experience in community (volunteer community organizer)   | 9<br>28%  | 16<br>50% | 7<br>22%      |
| Professional pastoral experience (minister, pastor, counselor, etc.)   | 5<br>16%  | 15<br>47% | 12<br>38%     |
| Voluntary church leadership experience   | 16<br>50% | 14<br>44% | 2<br>6%       |
| Biblical understanding of serving  | 27<br>84% | 4<br>12%  | 1<br>3%       |
| Teaching experience or abilities in the church   | 8<br>25%  | 19<br>59% | 5<br>16%      |
| Entrepreneurial or business experience   | 6<br>19%  | 18<br>56% | 8<br>25%      |
| Communication and motivational skills  | 22<br>69% | 9<br>28%  | 1<br>3%       |
| Project management abilities   | 19<br>59% | 13<br>41% | 0<br>0%       |
| Networking abilities   | 21<br>68% | 9<br>29%  | 1<br>3%       |
| Passion for people on the margins  | 23<br>72% | 7<br>22%  | 2<br>6%       |
| Experience in equipping/leading volunteers   | 24<br>75% | 7<br>22%  | 1<br>3%       |

**10. What percentage of time does your externally focused staff person/leader spend doing the following (averages):**

|  |        |
|--|--------|
| Organizing, managing or performing service projects          | 21.40% |
| Communicating and networking with community leaders/agencies | 21.32% |
| Collaborating with other staff and ministry areas            | 21.10% |
| Leading and equipping volunteers                             | 18.60% |
| Educating congregation on biblical principals for service    | 8.90%  |

**11. Please estimate the percent of your total current church budget used for ministry BEYOND your own congregation's walls -- from local soup kitchens to world missions. (Choose one.)**

|           |   |     |
|-----------|---|-----|
| 15%       | 8 | 25% |
| 20%       | 7 | 22% |
| 5%        | 5 | 16% |
| 10%       | 5 | 16% |
| 30%       | 3 | 9%  |
| Above 30% | 3 | 9%  |
| 25%       | 1 | 3%  |
| 0%        | 0 | 0%  |

# Appendix B:

## Sample Job Descriptions for Leaders in Externally Focused Ministry

### Perimeter Church, Duluth, GA

<http://www.perimeter.org/>

**Title:** Community Outreach Director

**Duties and Responsibilities:** To develop and direct the Community Outreach (CO) ministry, the following duties include:

- 1) **Lead and cast vision** for being externally focused to the congregation
  - A) Direct the Community Outreach Ministry Team (COMT)
  - B) Direct and lead quarterly vision gatherings with CO Team Leaders.
  - C) Cast vision and oversee the overall direction of the Community Outreach ministry at Perimeter Church.
  - D) Oversee the activities that are sponsored by CO.
  - E) Oversee the structure, organization and staffing of the department.
- 2) **Recruit, resource and equip** the mobilization of church members towards serving those in need throughout our community in order to meet needs, build relationships, and bring the gospel in word and deed.
  - A) Oversee communications to all internal ministries
  - B) Partner with internal ministry leaders to provide
  - C) Oversee Special Events in Community Outreach
  - D) Oversee Mercy & Justice Training
- 3) **Oversee the care and shepherding of our leaders and volunteers.**
  - A) Strategy Team Leaders – shepherd them to lead their areas and shepherd the Community Team Leaders in their area
  - B) Partner Liaisons – shepherding will take place mainly through the Strategy Team leaders; training and equipping through Sunday morning training and other specialized training by STL's
- 4) **Maintain relationships with our partnering organizations / ministries.**
- 5) **Perform duties of Perimeter Church staff member and leader.**
  - A) Attend and invite others to all "Taste of Perimeter" events
  - B) Be diligent towards discipling and being disciple
  - C) Invest in personal ministry (neighborhood and local public school)

**Skills and Abilities Needed:** Leadership, Teaching, Administration, Interpersonal skills, Computer skills, Management, Networking Vision

**Relationships:** Reports to Metro Outreach Director & Oversees Community

### University Baptist Church, Houston, TX

<http://www.ubc.org/>

**Title:** Associate Pastor/Discipleship

UBC designs job descriptions from the church's vision. Part of their vision states that they desire to see at least 80% of active church members participate in a cross-cultural ministry experience. Jeff Waldo shares, "My role is to lead to this end."

### Irving Bible Church, Irving, TX,

<http://www.irvingbible.org/>

**Title:** Partnership Champion.

**Job Description:** Tricia Kinsman explains, "I work with our local non-profit partners and lay champions of those partners to build relationship, assess needs, and coordinate efforts to provide for their needs. I also serve as administrative support for our team leader."

#### **Irving Bible partners:**

**Brighter Tomorrows**, battered women's shelter

**New Friends New Life**, helping women coming out of the sex industry

**Tapestry**, adoption and foster care support

**Apartment Life**

**Parenting Alone**

**Services of Hope**, helping troubled and adjudicated youth

**Christian Community Action**

**School Partnerships**

**Mercy Street**, mentor ministry

### West Conroe Baptist Church Conroe, TX

[www.wcbc.us](http://www.wcbc.us)

**Title:** Minister of Missions & Small Groups

**Job Classification:** Ministerial/Full-time Exempt **Supervisor:** Senior Pastor

**Summary:** Following the lead of the vision of the Pastors the Minister of Missions & Small Groups is responsible to (a.) mobilize individuals/groups to get involved in missions and externally focused ministries, (b.) direct discipleship studies for adults in small groups and (c.) serve as the Interfaith Hospitality Coordinator.

**Specific areas of responsibility:** Missions/Externally Focused Ministries

1. Implement the vision of the Pastors for mission and externally focused ministry projects including planning and budget preparation;
2. Oversee the follow-up on all individuals who complete Class 401, "Discovering My Life Mission" connecting each to a specific mission project consistent with their individual calling;
3. Coordinate volunteer lay leadership for mission projects and may personally lead short-term mission teams as assigned by the Pastors;
4. Administer the implementation of periodic mission awareness and education for the congregation ( missionary phone calls. bulletin boards. seminars. seasonal offerinas. and other soecial events):

**Waterstone Community Church, Littleton, Colorado.**

<http://www.ccchurch.org/>

**Job Title:** Ministry Mobilization Pastor

**Reports To:** Executive Pastor

**Job Titles Supervised:** Missions Director, Administrative Assistant, Evangelism Director, Assimilation/Connections Director, Volunteer Ministry/Equipping Director

**General Purpose:** Responsible for mobilizing the WCC community, both corporately and individually, into service/ministry - within the church, the community at-large, the city and the world – sharing and demonstrating the love of Christ. Responsible for oversight of missions, assimilation/connections, evangelism & volunteer ministry/equipping.

**Essential Duties and Responsibilities:**

- Develop & implement mobilization strategy for WCC.
  - a. Corporate – plan & implement ways the church as a whole can engage in the vision and mobilize into the community/city.
  - b. Staff/leadership – plan ways for staff and leadership to engage with the vision and service to the community/city/world.
- Help all “communities” (ABC’s, small groups, ministry teams), in conjunction with other staff members, embrace mobilization and incarnational living.

Prepare and monitor the mobilization budget and ministry plan.

- Network with similar staff in other churches and the externally focused community.
- Search out and attend conferences to aid in professional development.
- Supervise, encourage and support direct reports.

**Other Duties:** Serve on the Pastor on Call rotation, mentor others for leadership, invite volunteers to serve.

**Education:** Bachelors degree **Experience:** Minimum of 5 years ministry/leadership experience.

**Or other background demonstrating application of the following knowledge, skills, and abilities:**

- Multi-task
- Organize large projects/events
- Recruit and manage volunteers

**Bethel Church, Richland, WA**

<http://bethel-church.org/index.php>

**Title:** Community Service Director **Hours:** 20 per week

**Duration:** 3 years

**Supervisor:** The Community Service Director brightens Bethel’s light in the Tri-Cities, grows disciples within Bethel, and influences non-believers toward Christ by initiating, promoting, and coordinating efforts to meet practical community and individual needs.

|   |   |
|---|---|
| <b>Qualifications:</b> Devoted follower of Christ | Bible-centered philosophy of ministry               |
| Commitment to Bethel purpose & values             | Initiator, motivator, and mobilize                  |
| Leadership and organizational ability             | Teams and coordinates with others well              |
| Bethel and small group member                     | Communicates well with Bethel and community leaders |

**Job Responsibilities:**

**Grow disciples:**

1. Work with pastors, staff, and volunteers to help Bethel catch God’s heart for the poor & lost and His expectations for disciples.
2. Invite and train community service volunteers and leaders.
3. Promote community service and outreach values and action in and through all small groups.
4. Create and oversee small groups with a focus on a specific community need or approach.
5. Develop and implement a model for effective, sustainable community service

**Strengthen Bethel’s influence for Christ through service:**

1. Spearhead Bethel’s major community service efforts.
2. Coordinate community service projects w/ church planting efforts.
3. Develop support for community service organizations w/ compatible purposes & spiritual orientation.
4. Coordinate contacts between Bethel and community service organizations and government entities.
5. Perform other tasks as assigned.

**Administrative**

1. With congregational approval, transition into leadership of the Community Service Commission and oversee its budget.
2. Manage NOW funds released for community service.
3. Operate in harmony with outreach and small group ministries.

**Success Criteria** will be established within two months of start.

**Blackhawk Church, Madison, WI**  
<http://www.blackhawkchurch.org/>

**Title:** Director of Local and Global Impact

**Reports to:** Director of Team Development **Status:** Full-time, exempt

**Focus:** Outreach / Compassion

**Objective:** Provide leadership to ministries that extend beyond the walls of Blackhawk Church

**Responsibilities:**

- Develop a culture where serving others with compassion is normative, both locally and around the globe
- Provide strategic leadership to the areas of local and global impact at Blackhawk
- Serve on the management team that provides strategic leadership for Blackhawk
- Supervise future staff in the area of local and global missions
- Support and develop leadership for the teams that have an outreach and compassion focus
- Build strategic partnerships with other community organizations that seek to serve those in need
- Develop a strong system of encouragement and support for our global missionaries and partners
- Provide strategic leadership, training, and oversight for the short-term missions experiences

**Personal Qualifications:**

- Is a stable, mature, growing disciple of Jesus Christ, committed to personal spiritual growth
- Has a burning desire to see lost people find Christ
- Is a team player
- Seeks to be a good steward of mind, emotions, body, time and wealth

**Requirements:**

- Has demonstrated an ability to initiate and maintain relationships with people from different cultures
- Has a minimum of BS/ BA degree. Some theological training preferred
- Has 5+ years of relevant experience leading and developing teams in a ministry setting
- Is in concert with Blackhawk's Mission, Values, and Statement of Faith
- Has a solid track record of success in the areas of managing people and projects
- Has experience in thinking strategically and is able to anticipate and initiate change

**Areas of Competency:**

- **Relationship Development and Management:** Extremely adept at building and nurturing effective working relationships internally with the staff and ministry teams at Blackhawk Church.
- **Ability to communicate with all levels:** Seek, provide and disseminate information effectively to a wide variety of people, both verbally and in a written format.
- **Facilitation of consensus:** Effective in finding win-win solutions and building support between various individuals and groups.
- **Communication Skills:** Possesses strong and effective communication skills, one-on-one and in group settings. Able to deliver feedback and voice objections in a non-accusatory manner.
- **Adaptability, Flexibility:** While being deliberate and focused, must be tolerant and resilient regarding change, able to adjust and reset activities and priorities while maintaining positive team relations.
- **Creativity and Innovation:** Must exhibit an ability to conceptualize opportunities or find solutions to problems that arise.
- **Multi-tasking:** A demonstrable history of situations in which candidates have successfully multi-tasked will be crucial to success in this role.
- **Initiative:** Must be self-starter and proactive in one's approach to one's work.
- **Theological:** Is capable of discerning what really matters from what is simply a fad or trendy in theology and methodology.