Planning for Church Growth

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By BENNETT DUDNEY

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Foreword

Planning for Church Growth has been written as a guide and study book to help pastors, people, and churches to experience faster and greater growth, particularly in the area of winning the lost to Christ. There is no doubt that we can, and must, experience a more rapid and extensive rate of growth in all of our churches around the world. To study ourselves and thus determine our strengths as well as our areas of weakness should enable every local church to better succeed at this task. To understand what contributes to church growth, and why some churches grow while others do not, should prove beneficial to all who read and apply the contents of this book.

Rev. Bennett Dudney, author of *Planning for Church Growth,* has written from a background of experience that includes serving as Sunday school teacher and superintendent, minister of Christian education, pastor, and district NYPS president. For the past 10 years he has served as director of Christian Service Training for the Church of the Nazarene. During this period he has conducted numerous Sunday school and church clinics while guiding in the development of the denomination's Christian Service Training program.

The value of any book is enhanced when we know that the author has succeeded and proven himself in the field in which he writes. Mr. Dudney is a proven churchman, and has consistently practiced in his life and ministry that of which he writes. While serving the denomination he has kept active in the local church by serving as Sunday school teacher and chairman of the Education Committee. In recent months he has served as chairman of a committee that has launched an outreach church in the inner-city area of Kansas City.

We must pray more, witness more, work more, and win more. But as we win people to Christ, we must also assimilate them into our churches and conserve them to the Kingdom.

—Orville W. Jenkins
General Superintendent

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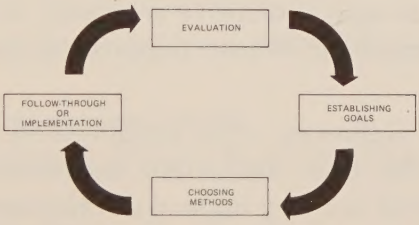
Preface

This is a study of the local church in relationship to its purpose-growth. It is based on the conviction that growth is God's will for the church.

The study is designed to involve the decision-makers in the local congregation: church board, youth council, missionary council, and church school board. The growth of the church is dependent upon this group: their vision, their desires, their faith, and their willingness to be doers as well as planners.

There are four major sections of the study: Evangelistic Outreach, Administrative Procedures, Program, and Facilities. An evaluative instrument has been developed to be used by a study group in each of the four areas. The entire study is designed to involve the participants in following through a planning cycle.



The use of a planning cycle to determine potential, establish goals, and to develop a plan of action based upon personnel, finance, facilities, and need is emphasized throughout the study.

It is the desire of the CST Commission that this study will prove helpful in establishing a plan for growth and motivate implementation.

This is not a reading book that is designed to give "pat" answers. It is hoped that group study of this material will develop a creative interchange among the leaders of the church, and will enable a plan of growth to emerge that will be the plan of God for the local church.

—Bennett Dudney

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The advisory committee consisting of Dr. Kenneth S. Rice, Mr. M. A. Lunn, Dr. Mary Scott, Dr. Paul Orjala, Mr. Paul Skiles, Rev. L. S. Oliver, Rev. Melvin McCullough, and Rev. Bill Young.

Dr. John L. Knight, executive secretary of the Department of Evangelism, whose department is sponsoring this study.

Dr. Chester Galloway, who collaborated in the production of the four evaluative instruments and reviewed the book in every stage of development.

Pastors and laymen of the numerous churches where it has been my privilege to conduct clinics.

My colleagues who have given valuable counsel and encouragement.

Sylvia Frank and Betty Sprenger for their excellent work in typing and retyping the manuscript.

To all these and others—thank you. May God take our efforts and use them to His glory.

—Bennett Dudney

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I am the vine, ye are the branches: he that abideth in me, and I in him, the same bringeth forth much fruit: for without me ye can do nothing. If a man abide not in me, he is cast forth as a branch, and is withered; and men gather them, and cast them into the fire, and they are burned. If ye abide in me, and my words abide in you, ye shall ask what ye will, and it shall be done unto you. Herein is my Father glorified, that ye bear much fruit; so shall ye be my disciples. As the Father hath loved me, so have I loved you: continue ye in my love. • *Verily, verily, I say unto you, He that believeth on me, the works that I do shall he do also; and*

GREATER WORKS

than these shall he do; because I go unto my Father. And whatsoever ye shall ask in my name, that will I do, that the Father may be glorified in the Son. • *If ye keep my commandments, ye shall abide in my love; even as I have kept my Father's commandments, and abide in his love. These things have I spoken unto you, that my joy might remain in you, and that your joy might be full. Ye have not chosen me, but I have chosen you, and ordained you, that ye should go and bring forth fruit, and that your fruit should remain: that whatsoever ye shall ask of the Father in my name, he may give it you.*

John 15:5-9; 14:12-13; 15:10-11, 16

1

CHURCH GROWTH—GOD'S WILL

Church Growth Means

Influencing people to repent and receive
Jesus Christ as their Saviour and Lord

Bringing them into the church
throught instruction, guidance, and example

Helping them become part of the soul-winning
force of the church by accepting God's will
for their lives.

Christ wants the Church to grow. He is the Head of the Church and says, "I will build my church." We cannot *make* the Church grow but we must *let* it grow through our Spirit-filled, committed lives.

ABIDING IN CHRIST BRINGS FRUIT

The secret of church growth is not in

better buildings
better pupil materials
more promotion
more advertising
more program for the same people
—helpful as these are—

but it is in

having more people who abide in Christ and in whom Christ abides. "He who abides in me, and I in him, he it is that bears much fruit, for apart from me you can do nothing" (John 15:5, RSV).

WE CAN DO NOTHING EXCEPT IT BE DONE IN CHRIST

In ourselves we can do nothing, but in Christ we can do all that needs to be done to have church growth. Being used of God to bring forth fruit establishes a person in Christ and gives purpose to life.

The biblical key to church growth is Spirit-possessed, committed men and women. Program and activities are avenues through which people with compassion express their concern for others. A person cannot abide in Christ and fail to have compassion for others. He will love what God loves, and that is people.

WHAT IS CHURCH GROWTH?

GROWTH IN GRACE AND IN NUMBERS

Church growth should be in two areas—growth in grace and growth in numbers; growth in quality and growth in quantity. We are interested in both. It is difficult to have growth in numbers without first having growth in grace. However, growth in grace does not mean automatic growth in numbers. The outreach follows obedience to the Holy Spirit in sharing Christ with others. The definition of church growth includes both areas.

The three aspects of church growth are:
(1) winning the lost; (2) conserving the results by bringing them into the church; (3) involving the Christian in the soul-winning force of the church.

WIN THE LOST

Influencing people to repent and receive Jesus Christ as their Saviour and Lord is the initial step in church growth. This says that people are lost; they can be found, and they can know Christ as their personal Saviour. This is more than a mental assent to the lordship of Christ. It involves the total response of a person who sees himself as lost and without hope. The awareness of lostness is the result of the work of the Holy Spirit. We cannot do the work of the Holy Spirit. Conviction is not self-induced or inflicted by others. There is no faith without repentance, and no repentance without conviction. We are the bearers of a message. Christ can save the lost. He *wants* to save the lost, and He wants to do it *now*. Praise God!

BRING THEM INTO THE CHURCH

The Church is the body of Christ, which is made up of people who have been redeemed by Christ. Jesus loved the Church and gave himself for it. Converts need the church, for it provides a place of worship, instruction, and fellowship. Leading a person to accept Christ is wonderful. This means the salvation of a soul—the beginning. To lead a person to Christ and not bring him to see the value of uniting with the church does the convert a disservice. We must help the new convert see the need of baptism and church membership. The strength that comes from fellowship with those of similar beliefs can give the new Christian the courage and faith necessary to overcome temptation. The church can make the difference in whether the new convert will be able to withstand the onslaughts of Satan.

HELP THE NEW CONVERT FIND HIS MINISTRY

The Christian has a ministry and the church needs to help the new convert find that ministry as soon as possible. One grows most rapidly in grace as he is helping others come to know Christ. The new convert must find his place of service and we need to help him discover God's will for his life and equip him to fulfill that will effectively.

The Christian cannot fully participate in ministry until he receives the Holy Spirit in cleansing power. For it is only then that he will become fully submissive to the will of God. The abiding in Christ that is necessary in order to bear fruit comes with the indwelling presence of the Holy Spirit. We need to be as concerned about a person being filled with the Holy Spirit as we are that he repent and accept Christ as

his Saviour. The Spirit-filled life is the triumphant life because one is at peace with God and enjoys doing His will.

BELIEFS DETERMINE CHURCH GROWTH

Beliefs are important. Our actions are determined largely by what we believe. But we must recognize there is a difference between what we give mental assent to and what we really believe. It is easy to know what we are supposed to believe, to have all the right answers, and to be part of the "in" group at church or pastor's fellowship. But the key question is, Do my actions verify my stated beliefs? When we discover a discrepancy between our beliefs and actions we must *acknowledge* it, reexamine our priorities, and confess our needs to God.

THE BIBLE—GOD'S WORD

The Bible is the Word of God. We have no other final base of authority for the Church. Without the Bible we have no message for the lost, no cause for existence. The Bible is more than a good book or a best seller; it is the Word of God.

The Word of God tells us about

God
Jesus Christ
the Holy Spirit
Sin
Salvation
Heaven, and
Hell

The Bible gives guidance to the followers of Christ. It is the inspired Word of God which reveals God's actions in behalf of man. The Bible

> cannot be displaced or replaced. We dare not allow others to influence us to think that it is only one of several great religious books. It is the Book of God!

CHRIST—THE SON OF GOD

Jesus Christ is "the way, the truth, and the life" (John 14:6). Not one of many ways that lead to eternal life but *the* Way! Sincerity in one's beliefs is not salvation. Those beliefs must be biblically correct. There is no redemption apart from Christ or it would not have been necessary for Him to dwell among men and give himself for our atonement. Christ did

come. He died because of our sins. He took upon himself the sin of the whole world. Acceptance of the Lord Jesus Christ as Saviour is the only way for persons to know life eternal.

PEACEFUL COEXISTENCE MAY ENTRAP US

There is so much strife among the races, religious groups, and nations that the desire for mere peaceful coexistence may entrap us. It is easy to absorb the philosophy of "live and let live." "You believe what you want to but I am going to believe in Christ." The only problem is, we cannot believe in Christ, abide in Him, and not be concerned about what others believe. Christ cared for us and He cannot abide in us without our caring for others. If there could have been a compromise that would have enabled all sincere people to inherit eternal life, then surely Christ would have worked it out during His earthly ministry. There is no option. He is the Christ! Salvation resides in no one else. This we may affirm with our minds but our actions may indicate we have unconsciously accepted the philosophy of "live and let live."

NO COMPROMISE

> And he is before all things,
> and by him all things consist.
>
> And he is the head of the body, the church:
> who is the beginning, the firstborn from the dead;
> That in all things he might have the preeminence.
>
> For it pleased the Father
> that in him should all fulness dwell;
>
> And, having made peace through the blood of his cross,
> by him to reconcile all things unto himself;
> by him, I say, whether they be things in earth,
> or things in heaven.
>
> And you, that were sometime alienated
> and enemies in your own mind by wicked works,
> yet now hath he reconciled
>
> In the body of his flesh through death,
> to present you holy and unblameable and
> unreprovable in his sight *(Col. 1:17-22).*

"He is a good man, he just isn't a Christian." There is no goodness outside of Christ. A person's acts may be helpful,

beneficial to a society or community, but whatever goodness he performs comes from God.

SIN IS REBELLION AGAINST GOD

Sin is rebellion. Man is a sinner, lost and undone, without hope except in Christ. The results of sin are spiritual death and damnation. A portrait of God that has been painted frequently is that He is a God of love and would not punish anyone. This view of God has lulled us into a lethargy regarding the urgency of soul winning.

The Holy Spirit does entreat men to receive Christ as Lord and Saviour. *Jesus says that those who do not believe are already condemned.*

HE THAT DOES NOT BELIEVE IS CONDEMNED

> He that believeth on him is not condemned:
> but he that believeth not is condemned already,
> because he hath not believed in the name of the only
> begotten Son of God.
> And this is the condemnation,
> that light is come into the world,
> and men loved darkness rather than light,
> because their deeds were evil *(John 3:18-19).*

Finally, sin is not the result of environment. Sin is not the result of teaching or example but is in the attitude of the heart. Sin is essentially rebellion against God and His will. Man is bound by sin and needs to be set loose. Only Christ can set a man free from the bondage of sin.

The burden of guilt for sins committed can be removed. The peace of a will that is made conformable to God's will can be enjoyed.

ONE CAN KNOW HE IS FORGIVEN

A person can know that Christ abides within. We must believe this as a fact of our own personal experience if we are to be truly redemptive persons—winning others to Christ. The Holy Spirit does indeed bear witness to our spirits that we are the children of God. Money can't buy assurance of reconciliation with God, argument cannot produce it, but trust in Christ will bring it.

Sometimes a person may get trapped by Satan in a non-fruit-producing way of life. He does not want to deny belief in Christ, because he is a member of the church and God has done much for him. Yet to admit that there is no joy, no

assurance—just frustration—would be a reflection on Christ and the church. As a result he may go along defeated in his efforts to win others. Christ meets needs. Concealment never brings victory. When such a condition exists, barriers must be broken by coming to Christ and acknowledging our need. Christ will be glorified and the church strengthened. It is not a reproach to God or the church to seek a fresh anointing of the Holy Spirit. Spiritual openness is the only way the Holy Spirit can bring revival.

CONCEPTS THAT ENABLE CHURCHES TO GROW

Each church has a power structure. Perhaps you would prefer to call it an organization. This is good and needful. We elect our governing bodies. By requiring some spiritual qualifications of nominees we protect ourselves from carnal church leaders. Saved and sanctified people are not carnal, for they would rather have God's will than their own and would rather fail to have their own way than to see the church suffer.

The four official decision-making groups in the local church are:

Church Board
NYPS Council
NWMS Council
Church School Board

These groups shape the concepts of the congregation toward the mission of the church. The items that consume their meetings, which take priority in planning and the actions taken, speak to the congregation about what is important in the life of the church. Members of these groups are elected because of their spiritual qualifications. They are to represent the congregation in making decisions that affect the work of the church. Since the work of the church is spiritual, the spiritual discernment of policy-making groups is its most valuable asset.

A pastor cannot lead a church in growth over the inertia of these boards which represent the most influential members of the congregation. Neither can these boards bring growth

if pastoral leadership has no passion for it. Together—recognizing it is God's church—there can be harmony, excitement, expectancy, and fulfillment in the work of God.

EACH CHRISTIAN HAS A MINISTRY

There are some concepts which these boards should accept and encourage the congregation to adopt as the philosophy of the church.

> His [God's] "gifts unto men" were varied.
> Some he made his messengers,
> some prophets,
> some preachers of the Gospel;
> to some he gave the power to guide and teach
> his people.
> His gifts were made that
> Christians might be properly equipped for their
> service *(Eph. 4:11-12, Phillips).*

The Word says that different gifts are given but all for the purpose "that Christians might be properly equipped for their service" (work of ministry). This includes every Christian.

PASTOR TO EQUIP CHRISTIANS FOR MINISTRY

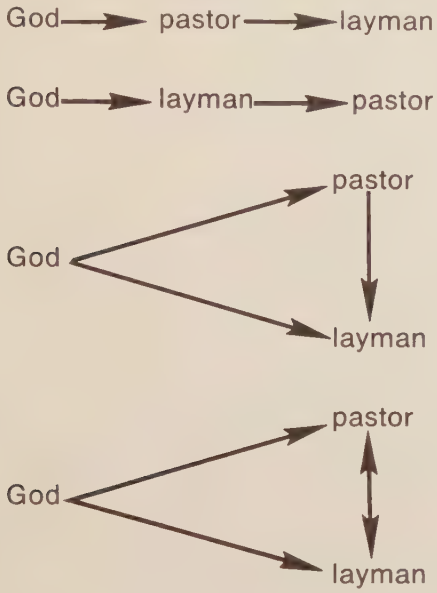
The pastor has many duties to perform in the church, one of which is the equipping of Christians. We must relieve him of routine jobs, so he will have time to equip us for our ministry.

Some see the minister as the coach manipulating the players in such a way as to bring growth. He figures out the plays and passes them on to the members. We expect him to say—"You ought to pray, to fast, to witness, to call." But the real need is for us to abide in Christ until we see men as Christ sees them. Then the motivation comes from Christ and the function of the pastor is to help us be effective in communicating our compassion for the lost. Christians respond to the moving of the Holy Spirit better than to the pressures of men.

EACH MAN A PRIEST UNTO GOD

Every Christian is a priest unto God. God can and will direct. The pastor is not the church boss, neither are the laymen. Communications of God's will for the church are not channeled through just one person. God speaks to everyone who will listen. He speaks individually and through a group. The

will of God for a church is determined by the collective conscience of the people of God who seek His leadership. Every congregation has members with different concepts of how the will of God for a church is communicated. The diagrams show the four most common concepts.



God to pastor to layman. This order puts the pastor in the position of being the infallible spokesman for God. The problems of this attitude are that should the plans not bring forth the right results then the pastor did not hear right, or the action was not properly executed, or the message was not conveyed accurately. It also discourages the laymen from expecting God to direct them, for what would happen if their idea of God's will was different from the pastor's?

God to layman to pastor. This position is as untenable as the previous one. The pastor becomes the hired man of the congregation rather than the shepherd and prophet. The same danger of the will of God being determined by only one person exists. In both of these patterns it is common to hear the expression, "I prayed through about this and God wants us to do so and so." This immediately puts those of a different opinion in the role of "fighting God," and as a result most people remain silent even when they feel that a wrong decision is being made.

God to pastor—pastor to layman—God to layman. This concept is more common than we realize. Laymen are told to seek the leadership of God but that leadership in the final analysis must pass the censorship of the pastor. It often places a layman in a spot, for he receives conflicting direction from the pastor and from God. We see this portrayed when we are told to vote on a proposition the way we feel God wants us to and then are told what God wants us to do.

God to pastor and God to layman and they to each other. This pattern is the most wholesome. Differences of opinion will be decided by the church board as they prayerfully seek the guidance of the Holy Spirit. Group decisions give strength to planning and to implementation. Each Christian is a priest unto God but as a member of the church he becomes subject to its procedures and group decisions. This makes God the Prime Mover and maintains the integrity of the group when they collectively seek God's will.

The laymen do not hire the pastor merely to do their religious duties: bury the dead, marry the young, and dedicate the infants. Neither does the pastor manipulate the layman for personal ecclesiastical success. It is God's church. The Holy Spirit is the Motivater, the Energizer. In ourselves we can do nothing. The Holy Spirit can use us to bring new people into the kingdom of God if we are open channels for Him to use.

A CHURCH CAN BE LARGE AND SPIRITUAL

A philosophy of smallness grips us. This is natural since so many of us were saved in smaller churches and are now members of smaller churches. We don't feel at home in a large church. We say we want to grow but the moment we have much growth we become uneasy.

One person said, "If we are not careful these new people will soon be running this church which we have built with our sweat, tears, and sacrifice."

The answer was, "Yes, if you don't begin working with the new people more, you may be left off the church board next year."

That is precisely what happened. Cruel, you say? No. The

people did not elect him because he had placed himself on the sideline in reaction to the growth of the church. The layman began to witness, to pray, and to call. The following year he was reelected and became more effective and victorious than ever.

Our attitude shows through when a church has a rapid growth. You will hear such comments as, "They must be lowering the standards"; "We would rather be spiritual than big." Many people know little of large churches except what someone tells them. When we glory in our smallness because we think it reflects or testifies to spirituality, this makes a perfect excuse for lack of growth. A church can grow, be large, and still be spiritual.

A church needs to be large enough to serve the needs of the entire family. A pastor who does not have to work at a secular job can do his best work in preparing people for their ministry. Spiraling costs, speed of travel, changing concepts in society and in community cause one to question if any church should be content with a goal of less than 200 members except in some very sparsely populated areas.

What would happen if we really believed God for a growth pattern that would reach 200 in each church within 10 years of operation? If we *believed* it was God's will and would work like we believed God would help, we could revolutionize our growth pattern. Churches may have to start small but they do not have to stay small. Largeness is not a sign of spirituality but neither is smallness. Churches of all sizes can be spiritual when they keep the priorities of Christ as guides for all activity. Growth is God's will and we have reason to believe that we have missed His leadership if a church fails to grow *year* after *year* after *year*.

CHURCH GROWTH IS PRIMARY

The church board can become a board of directors that sees its assignment as merely handling the business affairs of the church. It is possible to spend more time in a church board meeting considering the treasurer's report than in planning for ways to express concern for the lost. This may be reflected by the fact that the treasurer's report is often one of the first items on the agenda.

A missionary council can be sidetracked into meeting the

requirements of being a Star Society and never face the responsibility of being personal witnesses in the community.

A church school board can spend more time talking about attendance contests than they spend planning ways to help their teachers to be effective in teaching the Word and becoming soul winners.

Youth councils can plan activity programs for youth to keep them busy but never go far enough to see that unsaved teens are confronted with the claims of Christ.

When we become in bondage to a program that isn't producing souls we need to consider again our basic priorities.

We can be more interested in

operating an activity program
missionary education
doing box work
building buildings
handling finances
having an Honor Sunday School
being a Star Society
staffing a Sunday school

than telling the good news that
Christ can save!

Yes—all of these are important and have their place, but they are not the primary mission of the church. We can do all of these and not have persons saved as a result of our labors. Growth is more important than program. Program exists as an avenue through which the godly concern of Christians can be conveyed to those who are lost.

The four official decision-making groups—NYPS council, NWMS council, church board, church school board—all must have church growth as their primary concern. These groups can determine the growth of a church. Each member has an important assignment to keep the priorities in proper perspective. The congregation elected the members of these groups to represent them in spiritual concerns.

FALSE CONCEPTS THAT HINDER CHURCH GROWTH

There are many false concepts which prevent church growth but we will consider only a few. You may want to discuss others that are not mentioned that seem to be hindering your church.

DOCTRINE OF HOLINESS HINDERS GROWTH

The devil would like for us to buy the idea that a doctrine which is biblical, which sets men free, which comes to grips with the sin problem, prevents church growth. There are some who think this is true. They would soft-pedal holiness or the need of being filled with the Holy Spirit. And while they are holding back, other groups who are proclaiming this message of full salvation are growing rapidly.

The doctrine of holiness is the strongest asset we have for church growth. It is biblical. It is true. It is our strongest asset because it deals with the deepest need of man. The doctrine of holiness tells how a man can be set free and be at peace with God.

CHURCH STANDARDS HINDER GROWTH

The recommended standards of personal conduct for Christians do prevent some from uniting with the church while requirements for church membership have kept others from joining. However, these have not prevented as many as have the inconsistencies in the lives of those who have taken the vows of the church. Some churches with more strict standards and just as rigid requirements for church membership are growing. The problem comes when members have a "tongue in cheek" attitude because they don't accept the teachings and standards of the church of which they are already members. We must believe in the organization of which we are a part if we are to be used in that group to effectively witness and win people to Christ and the church.

Liberalizing standards and requirements for church membership has not produced any phenomenal church growth. The churches in which members can believe and act in any way and still be members of the church in good standing are having little or no growth. Church standards and membership requirements are not the basic causes for lack of church growth.

IMPORTANT ACTION TAKES PLACE ONLY AT THE ALTAR

We have an altar! It is a wonderful place to come to seek Christ, to be filled with the Holy Spirit, to receive healing and divine guidance.

However, the altar is not the only place God can and does work. We can lift up the centrality of the altar as the only place where important things happen between men and God to the detriment of growth. We become spectators observing the struggle between the pulpit and the pew to see if anyone goes to the altar.

We must emphasize that the most important assignment a man can have is to share Christ with others. This is true whether the sharing be an act of kindness, a witness, or leading a person to a place of repentance and salvation.

We must see that what happens at the altar is usually a result of what has happened when the church was not in session. The life of each church member during the week is reflected in what happens on the Lord's day.

Keep the altar central, but also emphasize the sacredness of all that a Christian does. Let's avoid separating life into secular and spiritual packages. To the Christian all of life is sacred; it should be a ministry regardless of where he may work.

SELECTIVE EVANGELISM

Occasionally you will meet a group of Christians who have lapsed into a material concept of the church. They often talk about what a wonderful help it would be to the church if a certain person would become a Christian. This opinion is usually based upon the person's wealth or position. Although it may be true, it is the wrong motivation for soul winning. We don't seek men for what they can do for the church but because they are the object of God's love; Christ died for their redemption.

Limiting our evangelism efforts to those of certain races, culture, economic status, education, or nationality will cause us to overlook many who need God and who would be receptive. The gospel is for all. We must not follow a pattern of selective evangelism even for survival reasons. Any selectivity of effort must be based upon the receptivity of the people.

CHURCH GROWTH DEPENDS UPON FAITH

FAITH IN CHRIST

We are saved by faith, sanctified by faith, and live by faith. If we are to see souls brought into the Kingdom, it will be by faith.

Christ as the Head of the Church will direct us in our planning and assist us as we implement those plans. Since it is Christ's Church, we can depend upon His willingness to guide and upon the guidance He gives. We must exercise faith in the methods that Christ used and the directions He gave to His disciples in New Testament times as well as the direction He gives through the Holy Spirit to the Church today.

FAITH IN FELLOW CHRISTIANS

The devil creates divisions among God's people—pastor versus church board, one group of laymen against another, a church resentful and uncooperative toward district leadership resulting in district leadership questioning the loyalty of a church or pastor. These conditions reflect immaturity (if not carnality). Our trust in Christ is shown by the attitude we take toward our co-workers. For Christians to question the motivation of fellow Christians saps spiritual strength and vitality.

We may not all agree on how things should be done but we can agonize together in prayer until a spirit prevails that enables trust and cooperation to exist. Only then will unbelievers be convinced of the reality of Christ. There can be no significant growth where there is strife among the members of the church.

FAITH IN OURSELVES

Most Christians think too little of themselves. We are special in God's eyes. We are important. We have a work that God wants us to do. God has given us ability and talent. Downgrading ourselves in the name of humility means we are downgrading a creation of God. We need to be open to God, our fellowman, and trust ourselves. The devil will accuse us of being insincere, of standing in the way of progress, and a thousand other things to get us to move aside from the ministry God wants us to fulfill. We must have faith in our commitment, devotion, and sincerity if we are to be profitable servants.

FAITH IN THE HOLY SPIRIT

The Holy Spirit is faithful to guide, comfort, and strengthen the Christian. We seem to have little trouble in believing this, yet our lack of faith in the Holy Spirit begins to show up when we begin to pray for the lost. We ask Him to work. He is already working. We ask Him to convict when He is already convicting. We plead with Him to help when He is already helping. Let's have faith that the Holy Spirit is doing His work of convicting, convincing, and bearing witness. When we believe this, our prayer life will become more effective and we will become more fruitful.

GREATER THINGS THAN THESE . . .

JESUS HAS CONFIDENCE IN YOU

To be told by Jesus that they were to do greater things than their Leader must have been a tremendous challenge to the disciples. They may have thought Jesus was jesting of giving a pep talk such as a coach would deliver in a locker room. How could Jesus make such a statement?

Jesus forgave sins, healed the sick in the name of the Father. We too are instruments of His forgiveness and healing to others. His was not just an idle remark. He gave guidelines for results in His followers.

His message was not just to this early group of unorganized, uncertain believers but to all who receive Christ as their Saviour. Jesus' confidence was based upon His knowledge of the Father and His awareness of Christlike actions that follow a commitment of the human will.

CONFIDENCE BORN OF THE HOLY SPIRIT

Jesus knew that the Holy Spirit would indwell in the heart of the believer. "I will ask the Father to give you another Helper to be with you for ever, even the Spirit of truth: the world cannot receive him, because it neither sees nor knows him, but you know him, because he remains with you and will be within you" (John 14:16-17, Moffatt).

The conditions for doing greater things than Jesus did are spelled out. "He who believes in me" (John 14:12). There must be belief in Christ—His life, His crucifixion, His resurrection, His being at the right hand of God interceding for us! The second condition is that we ask. "For I am going to the Father, and I will do whatever you ask in my name, that the Father may be glorified in the Son" (John 14:12-13).

The pattern is emerging—belief in Christ, asking in His name; but hold on a moment, there is one more condition. "If you love me you will keep my commands" (John 14:15). This precedes the promise of the Holy Spirit. (All scripture quotations from Moffatt.)

BELIEVE!
ASK!
OBEY!

Jesus reveals the will of God for His followers then and today as He prays for them. Let's listen in!

JESUS
PRAYS
FOR
US

As thou hast sent me into the world,
so have I sent them into the world.
Nor do I pray for them alone,
but for all who believe in me
by their spoken word . . .

As thou,
Father, art in me and I in thee,
so may they be in us—
that the world may believe thou hast sent me.
Yea, I have given them the glory thou gavest me,
that they may be one as we are one—

I in them and thou in me—
that they may be made perfectly one,
so that the world may recognize that
thou hast sent me
and
hast loved them as thou hast loved me.
(John 17:18, 20-23, Moffatt)

Jesus expressed His purpose for coming into the world in many passages which are familiar to the Christian.

JESUS
CAME
TO
SAVE
MEN

For the Son of man himself has not come to be
served but to serve,
and
to give his life as a ransom for many.
(Mark 10:45, Moffatt)

"For the Son of man
has come to seek and save the lost."
(Luke 19:10, Moffatt)

"For God loved the world so dearly
that he gave up his only Son,
so that everyone who believes in him
may have eternal life,
instead of perishing" *(John 3:16, Moffatt).*

These concerns were translated into actions by the early Christians as they went everywhere preaching the gospel.

Greater things than Jesus did. Greater in number and in geographical area. But not greater in quality.

We cannot save people; it is only God who can save. If Jesus could do only what the Father did through Him, we are foolish to think we can do otherwise. There are two divergent philosophies: (1) We can save the world if we will get busy and communicate the message in a relevant way; (2) We can do nothing; God will save those who are to be saved.

THE HOLY SPIRIT WORKS THROUGH US

In between is the Christian's path of fruitfulness. We reach others only when the Holy Spirit abides in us and works through us. The Holy Spirit prompts, convicts, leads, converts, establishes. We are to be willing instruments in His hands. It is impossible for a person to be a Spirit-filled Christian and not love and want the things God wants.

To say otherwise would be to claim that the Holy Spirit could abide in a person without his caring about the salvation of souls.

PLANNING FOR CHURCH GROWTH

As concerned churchmen you will be studying the effectiveness of the church in your community. The study is divided into four sections—

(1) Evangelistic Outreach
(2) Administrative Procedures
(3) Program (church schools, youth groups, children's activities, missionary groups, etc.)
(4) Facilities (land, buildings, equipment)

The total study group will be made up of these decision-making agencies in the church:

Church Board	NWMS Council
NYPS Council	Church School Board

plus others assigned by the pastor. It is suggested that the entire study group be divided into four sections, one for each of the areas. A questionnaire is provided for each of the four areas. The pastor will appoint a chairman for each committee and guide placement of members on the committees. Care should be given to prevent any complete group

(church board, NYPS council, NWMS council, church school board) from being in the same study section.

These four areas were selected because—

(1) Growth is in relationship to compassion for the lost as shown in outreach activities.
(2) The morale and participation of a group are determined by their interpersonal relationships.
(3) All ages have need of instruction in the Word of God, growth in grace, and growth in their concept of ministry.
(4) Facilities are important since they either stimulate or limit the type of program and determine how the program will be structured.

After the study sections have completed their work they will bring their recommendations to the total group. A master plan will be developed for presentation to the church board and congregation. Plans will be made for immediate implementation (within 12 months), short range (one to two years), medium range (three to five years), and long range (over five years).

Let's see what God has done in the church and determine what would please Him as we project a program of growth for the future.

For Discussion

1. What is the greatest hindrance to growth in your church?
2. What do you consider your church's greatest asset for church growth? Why?
3. Why does what a person believes affect what he does?
4. What happens to an individual when he believes something but his actions do not reflect those beliefs?
5. What does it mean to abide in Christ and to have Christ abiding in us?

For Further Reading

How Churches Grow, Donald A. McGavran. New York: Friendship Press, 1959.

Company of the Committed, Elton Trueblood. New York: Harper and Row, 1961.

The Incendiary Fellowship, Elton Trueblood. New York: Harper and Row, 1967.

For the love of Christ controls us, because we are convinced that one has died for all; therefore all have died. And he died for all, that those who live might live no longer for themselves but for him who for their sake died and was raised. From now on, therefore, we regard no one from a human point of view; even though we once regarded Christ from a human point of view, we regard him thus no longer. Therefore, if any one is in Christ, he is a new creation; the old has passed away, behold, the new has come. All this is from God, who through Christ reconciled us to himself and gave us the

MINISTRY OF RECONCILIATION;

that is, God was in Christ reconciling the world to himself, not counting their trespasses against them, and entrusting to us the message of reconciliation. So we are ambassadors for Christ, God making his appeal through us. We beseech you on behalf of Christ, be reconciled to God. For our sake he made him to be sin who knew no sin, so that in him we might become the righteousness of God.

II Cor. 5:14-21 (RSV)

2

EVANGELISTIC OUTREACH

The message was never more urgently needed. Better laws, better schools, better law enforcement, better courts, and all other human endeavor cannot solve the problem of sin. There is need for improvement in these areas but we cannot hire enough policemen, secure enough good teachers, or enact enough legislation to cope with the problem.

MEN NEED TO BE RECONCILED

Men need to be reconciled to God now. Reconciliation with God will result in reconciliation with one's neighbors, family, friends; it will thrust forth new persons in the battle for righteousness.

Christians are trying to overcome the world of sin. There is a conflict between this world and the world of the Spirit. Richard C. Halverson writes:

TWO WORLDS IN CONFLICT

> "Being an ambassador of Christ involves tensions, we stand between two worlds. Often there is a militant opposition to Christ's Kingdom. At times we are tempted to withdraw, to lay down arms, to isolate ourselves against its tragedy, to ignore the live issues which keep our world in constant ferment. They are here. They are real. They are facts of life and must be faced in Christ's strength and wisdom."[1]

MAN NEEDS TO BE SET FREE

The demand to make the Church relevant makes it easy to become overly involved in trying to reconcile men to men, race to race, labor to management, husband to wife, parents to children, children to parents. These areas of alienation are real, but are only symptoms of the need of man to be set free by the grace of God—free from the bondage of sin!

[1]Richard C. Halverson, *Relevance* (Waco, Tex.: Word Books, 1969), p. 51.

GOD MAKES HIS APPEAL THROUGH US

A person who has been reconciled to God becomes a new person in Christ. Laws are not needed to make him respect his neighbor, his family, those with whom he works, works for, or who work for him. The Church is the only institution whose primary mission is dealing with the problem out of which social injustices originate.

THE GROWTH RECORD

LET'S LOOK AT THE RECORD

What is the record of growth for the past 12 years of the church to which you belong?

What people have been reached? Has the growth been satisfying? What programs have worked? What areas need improvement? The first step in evaluating the potential and developing plans for the future is to look at the past. We can learn from the record.

When this book is used with a study group in the local church, a section of the group will use an evaluative instrument entitled *The Evangelistic Outreach of Our Church.* Their findings will be shared with the total group and will provide the statistics for many of the following studies. Most of the information can be secured from the District Assembly Journal and the pastor's annual report.

Complete the following chart:

Year	Church Membership	Church Membership: Gains: Profession of Faith	Church Membership: Gains: Letter of Transfer	Church Membership: Losses: By Removal	Church Membership: Losses: Transfer to Other Nazarene Churches	Sunday School: Enrollment	Sunday School: Average Attendance	Church Finances: Total	Church Finances: Per Capita
1959									
1960									
1961									
1962									
1963									
1964									
1965									
1966									
1967									
1968									
1969									
1970									
Total Gains or Losses for Period									

How many church members did it take to secure one new member by profession of faith last year? (Divide the total membership by the number gained by profession of faith. Membership ____ ÷ ____ profession of faith = ____.) Use the same formula to determine the ratio for the 12-year period. What was your net gain in church membership for the 12 years? ____ How many members were removed from the roll by the church board last year? ____ For the 12 years? ____ What would be the size of your church today if you had been able to conserve half of the number lost by removal? ____

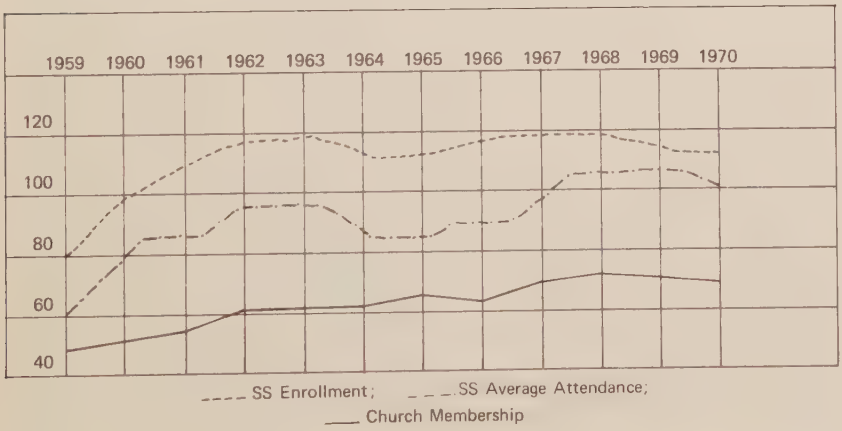
HOW MANY NAZARENES TO PRODUCE A NEW CHRISTIAN IN ONE YEAR?

How many young people were called to full-time Christian service from the local church in the last 12 years? ____ How many are now preparing for full-time Christian service? ____

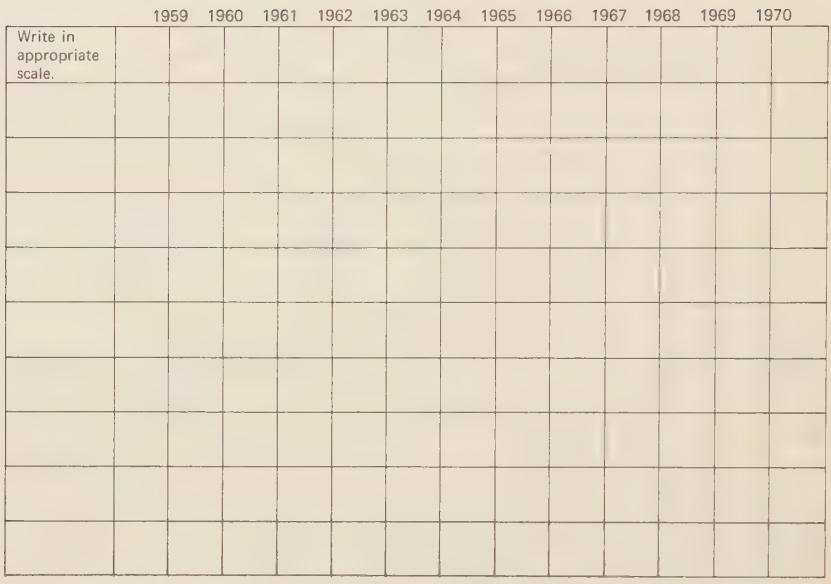
ARE PEOPLE BEING CALLED TO FULL-TIME CHRISTIAN SERVICE?

What do you feel to be the greatest factor contributing to the losses by removal by the church board? Do you have a program for follow-up with new converts and church members? What study materials are presented to the new members? Do you have classes to prepare persons for church membership?

Construction of a line graph will help visualize the gains and losses in various areas by year. Choose a numerical scale that will accommodate the high and low figures of the three areas you desire to plot. Choose a different color for each category or use different symbols. Your chart will look similiar to this.



GROWTH PROFILE OF THE CHURCH



You can construct a similar graph to visualize your financial stewardship. Let's try it.

WHAT ARE THE CAUSES FOR THE GAINS AND LOSSES?

See if you can identify cause and effect patterns such as change of pastor, new buildings, failure to build, revival, church arguments, starting a new church, financial difficulties, reorganization of the Sunday school, etc. Pinpointing causes for growth or decline can aid in future planning. Many times a graph will reveal a series of peaks and valleys. The valleys in smaller churches are often related to the lack of space, failure to departmentalize the Sunday school, or change of pastors. Many times all three are related. There is growth under a pastor until there is no space and/or organization needs to be changed. Failure to provide space and make changes often discourages a pastor and he will accept a call to another church. Growth drops off until another pastor comes in who leads the church in outreach. The same peak is reached. The same process is repeated.

Laymen will begin to say, "Pastor, we have seen our church grow, but it always drops off again." It probably will con-

tinue to follow this cycle until some way is found to break the barrier of space and organization.

ANALYZE YOUR GROWTH

There are three kinds of growth that are reflected in the net gain in church membership, and three corresponding kinds of losses.[2]

Growth	*Losses*
1. Biological (members' children won)	1. Death
2. Transfer	2. Transfer
3. Profession of Faith	3. Removal

GAINS BY PROFESSION OF FAITH

Growth and loss by transfers usually cancel out except in areas where there has been a major shift in population. Biological growth should be expected when children are raised in a Christian home. However, it is not automatic, as many heartbroken parents know.

The figure that gives us the best picture of growth is the gains by profession of faith from new family units. This is the major field of evangelism. How many were added to your church in the last three years who were from new families?

GIVE ATTENTION TO CONSERVATION

Losses by death and transfer are to be expected. The loss of greatest concern is the "loss by removal." The Church of the Nazarene loses a number equivalent to one of each two received into membership. In the decade 1959-68 the 73 districts in the United States and Canada received 213,229 members by profession of faith while losing 116,313. What is the record of your church and district? Could this loss be decreased by giving proper attention to the conservation of new converts and church members?

COMPARE CHURCH GROWTH WITH POPULATION INCREASE

A church whose growth does not keep up with the population increase is anemic. A healthy, growing church should be exceeding the population growth by at least 10 percent. You can determine your rate of growth in relationship to the population increase by securing the population figures of the community you serve and dividing it by the membership of your church. What was the ratio of Nazarenes to the total population in 1960? in 1970? Have you started

[2]Paul Orjala, "Principles of Church Growth," *Nazarene Preacher*, January, 1969, p. 9.

other churches which are reflected in the study? If your church had kept up with the population increase what size would it have been in 1970? ____ How much did you exceed or fall below this figure? ____.

LOCATION OF OUR CONSTITUENCY

WHERE DO THE PEOPLE LIVE?

Where do the people live who are being won to Christ and the church? Do they live near the church? Near members of the church? How were they first contacted? A study of the distribution of church members, Sunday school enrollment, and new converts in relationship to the location of the church can be helpful. Secure a city or area map with as large a scale as possible.* Locate the church on the map and draw concentric circles indicating distances of one, two, three, and five miles from the church. Secure clear plastic sheets for overlays (tablecloth from the variety store will do). On each overlay locate the church and the outside circle so the overlays can be placed in position easily. By using different color marking pencils locate a different classification on each overlay. This will help to study where the constituency lives and the areas being served.

You will want to make an overlay for each of the following classifications:

1. Church members
2. Church members who attend Sunday school
3. Church board members
4. Sunday school enrollees
5. People won to Christ and the church in the last three years from non-church families
6. Sunday school teachers

Study the map to determine where the church members live, where the church board members live, where new converts live who were won from new families. Does the church serve the community where it is located? Is the leadership of the church from the immediate community?

Sometimes you will find converts from a certain community, but fail to find leadership from the area served.

*The study section on "Evangelistic Outreach" will prepare the map and share it with the total group.

WHO MAKES UP THE CHURCH?

Is your church made up predominantly of men, women, youth, or children? Perhaps it would be helpful to take a look at your present membership.

HOW MANY SUNDAY SCHOOL PUPILS ARE CHURCH MEMBERS?

	Church Members		Sunday School	
	Men	*Women*	*Men*	*Women*
Under 15	____	____	____	____
15 - 20	____	____	____	____
21 - 30	____	____	____	____
31 - 40	____	____	____	____
41 - 50	____	____	____	____
51 - 60	____	____	____	____
Over 60	____	____	____	____
Totals	____	____	____	____

Secure the population profile by age for your community from the Census Bureau. How does your church compare? Do you have noticeable weaknesses in certain age-groups? If so you will want to study your program for these groups. Note the evangelistic potential represented in the difference between the Sunday school roll and the church membership roll.

DOES YOUR CHURCH MINISTER TO ALL CLASSES IN YOUR COMMUNITY?

It is important that a church have a representation of various ages, ethnic, cultural, and financial groups in the community in the church. This broadens the base of evangelism, for each group has its own communication systems that can be used to spread the gospel.

The church board should have as members adults of various ages. This prevents any group from feeling that they have no part in determining the program. It also enables us to work new people into leadership roles in the church.

FINANCIAL SUPPORT

MONEY SPEAKS

The finances of a church in relationship to membership indicates how seriously the lordship of Christ is taken. It is not enough to compare per capita giving to that of the denomination. It could be that a local church should be doing more, or even though the giving is low, it may be doing

its maximum best. The book *Storehouse Tithing Enlistment Program*, by Fletcher Spruce, gives practical guidance in establishing the tithing potential of the church. Most Nazarene churches are at only about 50 percent of their tithing potential. "Tithing won't save a person, but it sure indicates where his treasures are." What are you spending your money for? What percent goes to world evangelism ____, district program ____, education ____, local program ____? Is more money being spent on things (buildings, indebtedness) or on program and personnel to serve people?

ENLARGING YOUR OUTREACH

Enlarging the outreach of a church is accomplished by improvement of present ministries, increasing staff, and starting new outreach ministries. Every person needs to know God, grow in grace, and have the joy of being used of God to help others. As we minister to these basic needs we will find the outreach being increased.

THE PREACHING SERVICE IS IMPORTANT

Church services must minister to those who attend. There must be opportunity for participation. The life situations of those who attend must be considered and related to the Word of God.

The most important time of the week for the church is when it gathers for the proclaiming of the Good News by preaching. The prophet of God opens the Word, and from a concerned heart he shares the message of God. The people expect God to move and do His work in the hearts of men.

INVOLVEMENT OF PEOPLE

People receive the most from the service when they are involved. Participation involves some preparation, concern, and desire to be of help in the service. Use the children, the youth, and the adults.

Here are ways in which some have improved their worship services.

IMPROVING PREACHING SERVICES

- ✔ Involve as many different people as possible in singing, announcements, prayer, ushers, Scripture reading, reports, projects.
- ✔ Use children, youth, and adults in the service.

- ✔ Keep the service meaningful by eliminating unnecessary announcements and promotion.
- ✔ Receive the offering as an act of worship.
- ✔ Maintain a sense of expectancy in the service.
- ✔ Avoid scolding or complaining.
- ✔ Use a variety of music, some of which will appeal to each group in the church.
- ✔ Keep the preaching of the Word central.
- ✔ Use the Word of God in each service.
- ✔ Maintain a strong emphasis upon the work of the Holy Spirit in the church and individual lives.
- ✔ Respect the individuality of each person who attends.
- ✔ Keep in focus what God wants to do *with* us as well as *for* us.
- ✔ Expect people to be saved, sanctified, and called to full-time Christian service.

REVIVALS AND SPECIAL SERVICES

THE REVIVAL IS VITAL

Revivals have a vital role to fill in church growth. They are not to be planned simply because they are part of our tradition—or for fear the church might be considered liberal if it failed to have revival meetings. Church board members who vote to have a revival but are not concerned enough to make the revival important in their own schedules can hardly expect revival. Revivals are for church members. We need them if we are to be evangelistic. Revivals are not necessarily evangelistic campaigns. Often the preaching is evangelistic, but it is the congregation which is being evangelized, not the unsaved, because the latter are not in the services.

Limitations of space do not permit a complete discussion of the place of revival in the church. However the following factors should be noted:

1. Revivals are needed.
2. We need to distinguish between revivals and evangelistic campaigns.

3. Holding revival campaigns without commitment brings no results.
4. Involvement of laity in prayer and planning is necessary in order to have revival.
5. When revival comes, evangelism of the lost always follows.
6. Plans must be made to conserve the results of the revival.

IDENTIFY SPIRITUAL NEEDS OF SUNDAY SCHOOL PUPILS

The Sunday school roll contains the names and addresses of many people who attend but are not Christians, or are not members of the church. Study the Sunday school roll to determine how many are not Christians. How many are Christians but have not joined the church? Use the following questionnaire in your Sunday school to help discover spiritual needs. Have every person fill out a questionnaire in order to avoid singling out the unsaved or others with special needs. Many times we fail to prepare and receive children and youth into church membership.

SUNDAY SCHOOL QUESTIONNAIRE

Name _____
Address _____
Class _____
Teacher _____
Are you saved? Yes ___ No ___
Are you sanctified? Yes ___ No ___
Have you been baptized? Yes ___ No ___
Are you a member of the church? Yes ___ No ___
Is your father saved? Yes ___ No ___
Is your mother saved? Yes ___ No ___
Are your parents members of the church?
Father? Yes ___ No ___ Mother? Yes ___ No ___
Do you stay for worship?
Always ___ Sometimes ___ Not usually ___
Do you want more information about how to be saved? ___
On how to be sanctified? ___
On church membership? ___

RECEIVE CHILDREN AND YOUTH INTO MEMBERSHIP

After identifying spiritual needs and interests, the workers can begin to deal personally with class members. Pupils who are Christians should be invited to unite with the church. Classes should be planned to prepare persons for meaningful church membership.[3]

The relatives of a newly born-again Christian know that a change has taken place in the life of their loved one. Because of this they are often receptive to the message of salvation. We need to support the new Christian as he witnesses to his relatives. Calling in the homes, holding Bible classes there, giving personal invitations to special services can all help.

PREPARE A RESPONSIBILITY LIST

Take time to secure information about all the members of a family in the home where only one person is attending; also, of other members of the family who are not at home but live in the community. You already have communication lines open to these people. They know something about your church and the people who attend.

PERSONS IN SIMILAR OCCUPATIONS ARE GOOD PROSPECTS

A Christian knows others who are in his same type of employment. He needs encouragement to see that this can be his field of evangelism. He knows the language, concerns, and problems of these people. There could be planned efforts to reach plumbers, lawyers, teachers, grocerymen, barbers, doctors, etc. Encouraging outreach and witness efforts of laymen with others in similar employment will bring dividends.

NEW MINISTRIES

HOW ABOUT A MINISTRY

Increasing programs for the same people seldom brings growth. In fact you may have to eliminate some activities for the "in" group in order to enlarge the program to reach "out" groups in the community. Here are some special programs that have been used by churches to reach new people in the community. Perhaps one or more of these would open new doors for your people to become involved in an effective outreach program.

[3]Materials are available for church membership classes through CST for children, youth, and adults. Children: *Beliefs of My Church,* Ronald Gray, and *This Is My Church,* Robert Troutman. Youth: *Adventures in Truth,* W. T. Purkiser. Adult: *You and Your Church,* Harold Reed.

TO SHUT-INS?

Gospel services are often welcomed in jails, nursing homes, juvenile homes, detention homes, and other institutions. Sunday is not the only acceptable time. These services can be conducted by a lay preacher or exhorter and singers.

TO THE DEAF?

Even though you may not have a person qualified to teach the Bible to the deaf, you can often find someone through contact with the social agencies in the community.

TO PERSONS WITH LEARNING DIFFICULTIES?

Sunday schools or weekday Bible classes for children with learning difficulties are a real blessing. This plan often releases parents so they can attend. Many of these children are teachable and such a ministry can be very rewarding.

TO MINORITY GROUPS?

Classes are needed in Spanish, German, French, or whatever language is spoken in your area to communicate the gospel. A ministry to migrant workers, to those in trailer parks, and to other mobile groups can be used of God.

EVANGELICAL HOME BIBLE STUDIES

Bible classes in the informal setting of the home are being used to reach new people. Several churches follow the procedure of having classes in the homes of new converts. The new convert has a wide circle of unsaved friends and is anxious to see them saved. The new Christian is the host to the class, which is taught by a qualified teacher. Christians are invited but the class is primarily for the unsaved. The book of I John is the subject of the study with special emphasis placed upon salvation.[4]

START AN OUTREACH SUNDAY SCHOOL

Near many of our churches there are opportunities for outreach Sunday schools. These schools can be on Sunday afternoon or Sunday morning. They can begin in a home, an apartment, or a store building. All you need is a half dozen people who believe that God would be honored if they helped, and a pastor who sees this as an extension of the church's work.

Some schools will run for a limited time only and the new people can be assimilated into the sponsoring church. Others will blossom into separate churches or continue to function as outreach schools. The deciding issue should be, can we reach more for Christ with such a program? If we can, we ought to do it.

[4]*The Evangelical Home Bible Class,* by Ira Shanafelt, gives valuable guidance to the leader of a home Bible study group.

PLANT A NEW CHURCH

Many congregations are long overdue in receiving the blessing that comes from starting a new church. Every congregation should seek to produce a new one; many can repeat the process every few years. Are there communities around your area that need a church? Has your church board prayed about the matter? Has your district superintendent been consulted?

Numerous reports come from congregations that have planted new churches indicating that the process brought revival and growth to the sponsoring group. This should be expected. Blessing always follows obedience to the call—"Go ye into all the world" and teach. This means into the nearby communities as well as into other countries.

TRAIN MEMBERS TO BE SOUL WINNERS

TRAIN CHRISTIANS TO BE SOUL WINNERS

Every church needs to train its people on how to present the plan of salvation to the lost. No greater joy awaits a person than to lead another to the Source of eternal life. Laymen do not learn how by simply being told you ought to do it and by being instructed in techniques. They need on-the-job training. We must place personal evangelism high on the priority list of church activities.

CHOOSE A PLAN

There are several plans available:

(1) *Meet My Saviour,* CST training text which uses the conversational tool *Life Can Have Meaning*
(2) Roman Road to Salvation, built around the use of the following scriptures from the Book of Romans —3:23; 6:23; 5:8; 10:9-11; 8:16
(3) James Kennedy's plan explained in his book, *Evangelism Explosion*
(4) The Four Spiritual Laws (Campus Crusade)

There is always the danger of making soul winning a mechanical process, also to accept an easy "believism" which does not involve repentance and a turning from a life of sin. In the use of any plan we must be careful to follow the leadership of the Holy Spirit and give special attention to guiding the person into a personal experience with Christ.

The booklet *Christian Worker's Guide,* by V. H. Lewis, although not a soul-winning plan, provides the worker with an

excellent, ready scripture reference that will aid him in preparing to answer the questions of the seeker.

No soul-winning plan will work itself. There must be a commitment to the fact that personal soul winning is God's will for the Christian. Laymen must see their pastor active in soul winning outside the pulpit. This will give them courage to try after they have been trained and are accompanied at first by someone who has been successful.

DISTINCTION BETWEEN WITNESSING, SOUL WINNING, AND CULTIVATION

Many times a person will confuse witnessing, soul winning, and cultivation. Everyone can and should witness. A witness is to share with another what Christ has done for you. Often these times of witness are spontaneous, although many are planned. A witness may develop into a soul-winning situation but one should not try to force every witness into such a pattern.

Cultivation includes establishing friendships and fellowship with the unsaved or the new Christian. Cultivation may precede and should certainly follow the conversion of a person. Many people are especially gifted at helping a new person feel accepted by the group.

Personal soul winning is the art of influencing a person to accept Jesus Christ as his own personal Saviour. There is no evangelism until a decision has been made. However, all three ministries are vital and often overlap—witnessing, cultivating, and winning.

All are necessary. Everyone can witness, many can win souls, and all can be involved in cultivation and conservation. We must avoid trying to make everyone effective in all three areas, although many are. Each personality can be used of God in a unique way. The key is to prepare, to try, and to believe that God will honor His Word.

RELATIONSHIP OF STAFF TO GROWTH

The work of the church is carried on by both a paid and a volunteer staff—people who have compassion and a desire to see others know the joy of eternal life. Both staffs are important, necessary, and dependent on each other.

PAID STAFF

We are considering as paid staff only those who work directly with people in providing programs and services. This would not include maintenance personnel, although they are very important. In many churches the only paid staff member will be the pastor. Other churches will add secretarial help, music directors, youth directors, and ministers of Christian education. Since most of our churches are under 150 members and over half are under 100, we will concentrate our discussion on this group of churches.

THE PASTOR

Research conducted by Richard Myers[5] indicates that the relationship between staff and growth is basic. Few churches exceed the following sizes in average attendance in Sunday school without increasing staff beyond that indicated.

Minister, full-time—15 groups—average 150
Minister plus part-time secretary—20 groups—average 210
Minister, full-time secretary—25 groups—average 285
Minister, associate, full-time secretary—30 groups—average 340

Groups refer to any grouping which serves a different segment of the church such as Sunday school classes, outreach Sunday schools, etc. You would not count both Sunday school and missionary groups that serve the same people.

FULL-TIME PASTOR

The pastor is the prophet, the preacher, the shepherd, the equipper of the saints. He is the leader of the congregation as they follow Christ. The first need of a church is a pastor. Few churches exceed 100 in average attendance without the benefit of a full-time pastor. The basic reason for this growth relationship is that one of the primary functions of the pastor is to equip and train laymen for the ministry of the church. This takes time and cannot be done effectively unless the pastor works for the church full time.

A SECRETARY IS NEEDED

The next staff person needed by a church is a secretary. As the church grows, other persons would be chosen in the areas where the pastor's ministry needs to be supplemented.

[5]Richard A. Myers, professor of Church Research and Planning at Christian Theological Seminary, Indianapolis, Ind., and religious research sociologist for over 20 years.

Adding of other staff members before employing a secretary will mean multiplication of secretarial work which will have to be done by the pastor and his associate. That is rather expensive and usually not too efficient.

THE FRUSTRATION CYCLE

Many pastors are on a frustration cycle. They want to give full time, but the financial demands are too great. They face rising costs of living, education of children, and do not have the security of an adequate retirement program. Nevertheless they are dedicated men and often at the expense of their health will help support themselves by secular work in order to fulfill the call of God. Their prayer is that they will get a call to a church that can pay enough for them to give all their talents to building God's kingdom. The big problem is that there are not enough churches who can afford a full-time pastor; yet all need full-time ministry in order to grow. The church will have to rise to the challenge.

DON'T BECOME ACCUSTOMED TO THE PASTOR WORKING

Laymen realize the financial needs of a pastor and become accustomed to his working on the side to supplement his income. But they reason that, if the pastor is working, there is no need to increase his salary. His parsonage is furnished and utilities paid, and with what the church pays he is as well off financially as most of the congregation. The church continues to operate, gaining a few members and losing a few, but seldom coming through with the outreach which God desires. Both the pastor and the laymen have adjusted to a poor situation. Neither are happy, for both want to see the church grow.

TERMINATION OF SECULAR EMPLOYMENT

The alternative to such frustration is to openly acknowledge the problem and to determine what salary would be necessary for the pastor to be full-time. Now plan, work, and pray toward the goal of paying that amount. It takes faith and commitment on the part of both laymen and pastor. There has to be a point established where this step of faith will be taken.

PAY AN ADEQUATE SALARY

A pastor whose salary has not been increased at least 5 percent per year in each of the last five years has really had a decrease in buying power. The cost of living in most communities has advanced at least this rapidly. Truck drivers, plumbers, electricians, carpenters are all earning $10,000

a year or more in most areas. The man of God does not serve for money, but having the financial needs adequately met frees him so he can concentrate on the work of the church. Check to see what salaries are represented in your congregation. How does your pastor's salary compare? What should he be making? Are you taking care of his automobile expenses?

SHOULD THE PASTOR'S WIFE WORK?

Today 70 percent of all families have two incomes. We often hear, "We employ the preacher, not the wife." But we also hear, "Pastors' wives should not work at regular jobs." It is a tremendous assignment to be a mother, a homemaker, share the burdens of the pastorate, and then carry on a regular job. We have many heroic ladies who have done this and are doing it today in order to enable their husbands to stay in the ministry, to meet some emergency, or to educate the children. Church boards must look at this situation objectively. If they desire the pastor's wife not to work, then they should consider the needs of the family realistically. The pastor's family, on the other hand, will need to consider their own needs prayerfully, and realize they also must act with faith in God and the people.

These matters are delicate and no general rule can be made because of different personalities, financial needs, and local situations. However, for peace of mind, growth, and fulfillment, the ideal is for a pastor and his wife to be able to give themselves completely to the ministry. This ideal cannot be achieved unless laymen accept the challenge of adequately caring for the needs of the parsonage family. Fine buildings, good location, or wealth of talent cannot take the place of the services of the God-called minister in leading the church in the mission of growth and concern.

VOLUNTEER STAFF

In the Protestant church, growth is related to the volunteer workers in the congregation who are committed to sharing Christ with others. Classes, home ministries, weekday groups, and music groups must be staffed. You do not start units, then train staff. The suggested sequence is:

(1) Determine what units and program are needed.
(2) Recruit staff.
(3) Train staff.

In addition to needing staff to start new programs for new

INCREASE THE STAFF TO INCREASE GROWTH

people, you can increase growth by increasing staff in the present groups or classes. A Sunday school class of children with one teacher that will usually produce 10 in attendance will often increase to 15 when an associate teacher is placed in the class. This will vary according to available space and the training of workers. However, the growth would not be as great as it would be if a new class were started. If there is no classroom available, let's increase the staff. The most rapidly growing Sunday schools have an average of one worker to 10 pupils for the entire Sunday school.

PRAYER AND OUTREACH

PRAYER SHOULD PRECEDE PLANNING

There may be a tendency to rely more upon planning than prayer in developing an effective outreach. We sometimes plan, then pray for God to direct. We plan, then pray that people will accept the plan. Reverse the pattern so that prayer precedes planning, permeates planning, and energizes the follow-through, and you will get better results. Prayer can produce a oneness among God's people that will make it possible to find the mind of Christ in planning.

LET'S PRAY NOW

Unless the overpowering desire of the leadership (decision-making groups) of the church is to see God's work expand, there is not much point in talking about church growth. The desire must be strong enough to subordinate personal plans to the leadership of the Holy Spirit. God can make it so. Personal and group prayer should precede this study, as well as be the dominant ingredient throughout. Perhaps now would be a good time to lay aside this book and engage in a time of prayer. Find a place alone where you will not disturb others. Pray aloud. Seek God's refreshing presence. Ask Him about His plans for you and the church. Has Christ been pleased with what has been happening in the church? In your life?

ADMISSION OF NEED IS NOT WEAKNESS

Admission of need is not a sign of weakness; rather it allows Christ to be made strong in us. Do you pray regularly and earnestly for the pastor, for the church services, for the Sunday school teachers, for the salvation of souls, and concerning your attitude and priorities? This question must be answered in the affirmative before one can realize what God

has in mind for the church. Christ wants the church to grow. It can grow when we let Christ move through us. Talking and listening to God, and obedience to what we hear, constitute the place of beginning. What miracles will happen as each one follows the leadership of the Holy Spirit!

Will you pray with me?

O God, dispel my fears,
hesitation, and excuses.
Don't let me think of the church as
being someone else.
Don't let me say, "Someone should,"
but instead let me be used.

Remove a fear of people and of failure.
Renew in me a fresh awareness of
the power of God in my life.
Erase from my mind all the pictures of
gloom and despair caused by newspapers,
television, and radio.

Keep me from being willing just to hang on
until Jesus comes or death takes me from
the battlefield.

Let my soul be filled with Thy presence until
I believe You when You said,
"I will build my church."
Let me be used by You to build Your Church.

Keep me from having an exalted opinion of knowing
what is wrong with the church or what is
the right course of action.
Keep me aware that You speak through others
to me, as well as directly to me.

Help me to be used by You to create a sense
of faith, trust, unity, and optimism
in Your Church, of which I am a member.

In a day of social security, pensions, fringe
benefits, savings accounts, seniority,
unions, and other security-oriented programs,
Help me to realize there is no security outside
the will of God.

Keep my actions from being determined by self-
interest, or my relationship to You from
being measured by what I do not do.
Lord Jesus, Head of the Church, Lord of my life,
help me to be a fruit-bearing Christian,
so that I may honor and glorify You.
Remove all preconceived ideas of mine and
replace them with Your mind.
Let the mind of Christ be in me.

Forgive the times when I may have thought
I had done my share, as though salvation
was by works, or the times when I quit
an assignment because of hurt feelings,
or because I felt I had been misunderstood.
Lord, forgive me for following afar off
and thus not clearly understanding Your will;
For failing to say anything to the lost under
the pretense of being afraid I would say
the wrong thing.

Remove all fear of men and their opinions and
let fear of men be replaced with respect,
overshadowed by the love of God shed
abroad in my heart by the Holy Spirit.

Lord, I have said all I know to say. Move me,
melt me, use me, for I know that to be a vessel
of God means more than all else.
I believe You will help me to be a fruitful
member of Your Church as I work with
other members of the body of Christ to
fulfill your will for Your Church.
Lead on, O King Eternal, Lord of heaven and
earth. Your will be done in me.

Amen.

For Discussion

1. What will be the size of your church in 10 years if you keep up with the projected population growth? If you grow at the same rate you did the last 10 years?
2. What do you consider the greatest obstacle to growth in your church?
3. Does your pastor's family have adequate financial support to enable him to give full time to the ministry? What changes should be made?
4. What new programs do you feel would be helpful in reaching new people for Christ and the church?
5. What is the growth potential of your church membership as represented by the unsaved persons attending the Sunday school and church now?
6. How do you feel about the statement, "Every Christian should master a plan for presenting Christ to others"?

For Further Reading

How Churches Grow, Donald A. McGavran. New York: Friendship Press, 1959.

Meet My Saviour. Kansas City: Beacon Hill Press of Kansas City, 1966.

Evangelism Explosion, D. James Kennedy. Wheaton, Ill.: Tyndale House, 1970.

You Can Be a Soul Winner, Nate Krupp. Chicago: Lay Evangelism Incorporated.

The Evangelical Home Bible Class, Ira Shanafelt. Kansas City: Beacon Hill Press of Kansas City, 1970.

W.O.W., Workshop on Witnessing, Norman Shoemaker. Kansas City: Beacon Hill Press of Kansas City, 1970. Training materials for use with teen-agers to prepare them for personal witnessing.

Church Development Series; Richard A. Myers, 4821 Carvel Ave., Indianapolis, Ind.

1. "Program Expansion—the Key to Church Growth"
2. "Factors That Affect Church School Class Size"
3. "Recruiting Church School Teachers"

Available in mimeographed form from the author.

Now if your experience of Christ's encouragement and love means anything to you, if you have known something of the fellowship of his Spirit, and all that it means in kindness and deep sympathy, do make my best hopes for you come true! Live together in harmony, live together in love, as though you had only one mind and one spirit between you. Never act from motives of rivalry or personal vanity, but in humility think more of one another than you do yourselves. None of you should think only of his own affairs, but each should learn to see things from other people's point of view. • *Do all you have to do without grumbling or arguing, so that you may be God's children, blameless, sincere and wholesome, living in a warped and diseased world, and shining there like lights in a dark place, for you hold in your hands the very word of life.* • *To sum up, you should all be*

OF ONE MIND

living like brothers with true love and sympathy for one another, generous and courteous at all times. • *But whatever happens, make sure your everyday life is worthy of the Gospel of Christ. So that whether I do come and see you, or merely hear about you from a distance, I may know that you are standing fast in a united spirit, battling with a single mind for the faith of the Gospel.* • *Let Christ Jesus be your example as to what your attitude should be. For he, who had always been God by nature, did not cling to his prerogatives as God's equal, but stripped himself of all privilege . . . And, having become man, he humbled himself by living a life of utter obedience, even to the extent of dying . . .*

Phil. 2:1-4, 14-16; I Pet. 3:8; Phil. 1:27; 2:5-8 (Phillips)

3

ADMINISTRATIVE PROCEDURES

DECISIONS MADE BY MEN

The Church is the body of Christ, a fellowship of believers, but also an organization of men and women who desire to further the cause of Christ. Jesus is the Head of the Church, but decisions concerning its operation are made by men. The question is, Will these decisions reflect the leadership of Christ or be made on the basis of human wisdom alone?

PASTOR HAS OVERSIGHT OF CHURCH

The pastor has the oversight of all the departments of the local church. He "shall be, ex officio, president of the local church, chairman of the church board, head of the church schools, Nazarene Young People's Society, the Nazarene World Missionary Society, and all other subsidiary organizations in connection with the local church."[1]

The congregation elects the members of the church board, NWMS council, NYPS council, and church school board. Each of these groups has its president or chairman, who presides at business sessions. The pastor, as ex officio chairman or president, serves as chairman unless he chooses to delegate that responsibility to someone else.

AUTHORITARIAN OR DEMOCRATIC PROCEDURES

Churches fall into two extremes: *(a)* Pastor is boss, and *(b)* Members are boss. Both of these positions violate our basic structure. Somewhere in between is the path of greatest efficiency. This path will be determined by the pastor and people as they learn to work together. It will vary according to the experience and skill of both. There is no one pattern that is best for every church. The basic principles of administrative procedure remain the same but each church is at a different level of development.

[1]Paragraphs 108, 113, *Manual*, Church of the Nazarene, 1968.

There are some basic principles to be followed:

PRINCIPLES OF ADMINISTRATION

1. Involve in decision making the people who will be involved in the implementation of those decisions.
2. Recognize that people are more important than the organization. The organization is to serve people.
3. Maintain a freedom of discussion and exchange of ideas among all groups of the church.
4. Recognize that there are no unimportant jobs in the church.
5. Recognize that there are no unimportant people in the church, that each one has a ministry to fulfill.
6. Emphasize the servanthood role of Christians—especially leaders.
7. Have a clearly recognized organizational structure with which the members are acquainted. This must include knowledge of who is responsible for making decisions, establishing priorities, and implementing decisions reached.

The morale of the church membership is affected by the degree to which decisions represent the best thinking of the majority of the people, and respect the rights of all. High morale is necessary in order to secure efficient performance.

We have already mentioned the decision-making groups. However in this chapter we will limit our discussion to the operation of the church board. You will see overtones that will apply to the other boards and councils.

SELECTING THE CHURCH BOARD

The church board is elected annually. The *Manual* provides that a nominating committee may be used to select names to present to the congregation for balloting. The nominating committee may be selected by any method authorized by the church board with the pastor serving as chairman.

If the board has a rotation policy for its members, then those who are not eligible to serve make a good nominating committee. Other churches may desire to use a ballot with the

congregation to elect a nominating committee. Three things need to be avoided:

1. Letting the group that is "in" renominate themselves
2. Fostering the idea that present board members must be renominated
3. Using a system which makes it appear that the pastor controls all nominations

There are several factors to keep in mind when nominating persons to represent the congregation on the church board.

MUST BE SPIRITUAL

1. Remember the person being nominated must be clearly in the experience of entire sanctification.

A TITHER

2. The tithing record of the nominee. Although the *Manual* does not require it, it seems good practice that a person being nominated should believe enough in God and the church to tithe his income. It hardly seems right for a person to decide on the expenditures of God's money when his own dedication does not include tithing.

VARIOUS AGE-GROUPS

3. The breadth of representation according to age on the board. Consideration should be given to having people on the church board from each age-group in the adult area. This will mean nominating persons in each of the following brackets when possible: 18 to 23, 24-35, 36-50, 51-65, and over 65.

MEN AND WOMEN

4. The need for nomination of both men and ladies. Some feel that only men should serve on the church board. However, spiritual discernment and leadership are not confined to the male species.

CONSIDER ROTATION POLICY

5. The rotation of the membership of the church board. Rotation gives more people an opportunity to serve on the church board and provides an input of fresh ideas. A plan can be voluntarily agreed upon by the board or it can be established as a church policy. Most rotation policies provide for a person to serve three or four years and then be off for a year.

   When the board decides to follow a rotation policy, the plan needs to be recommended to the congregation for adoption. A procedure must be worked out that will not involve a complete change of board

NEEDS TO BE APPROVED

members in one year. Suppose a three-year plan is adopted; then one-third of the board should rotate off each year. To get the plan started, put numbered slips equal to the number of board members in a container. The slips would be numbered one, two, or three with as nearly as possible an equal number of slips for each. The board members would each draw a slip and would be eligible to serve (if elected, of course) the number of years indicated on the slip before taking a year's "leave of absence." A record of the years each one could serve would be made by the secretary of the church board for guidance in subsequent years. This would mean that the plan would go into operation one year hence. After the plan has been in operation for a year, you will have former board members again eligible for reelection. The rotation plan would not necessarily include department heads (NYPS, NWMS, SS).

AVOID HUSBAND-AND-WIFE COMBINATIONS

6. Limiting service on the board to one member of the family. If the church is large enough, it is best not to have husband-and-wife combinations on the board. This enables more families to have leadership roles in the church. It can also prevent ruling cliques from developing.

GIVE VOTERS A VALID CHOICE

7. Give the people a valid choice. Nominating five weak candidates for the board of trustees and five strong candidates determines the election in advance. At the same time, to nominate 10 strong candidates and not provide a way for those who are not elected to be nominated for the board of stewards could weaken the church board.

Here are two ways to avoid these two possibilities:

a. Divide the annual meeting into two sections. Elect the trustees in the first part and the stewards in the next. This allows the nominating committee to add the names of those not elected as trustees to the nominees for the board of stewards.

b. Put all nominations together and have the five

getting the largest number of votes serve as trustees and the next seven serve as stewards (or whatever number on these boards your church has). This method must be approved and recommended by the board and approved by the congregation in order to meet the legal requirements in some states.

In both cases you will need to emphasize the fact that there is no distinction in importance implied in the order of election. All are members of the board with equal rights and responsibilities.

THE EDUCATIONAL COMMITTEE

When you are functioning with an educational committee of the church board you may want to nominate two persons to represent children, two to represent youth, two to represent aduts, and two at large. By electing one in each category and adding the NYPS and NWMS presidents and the Sunday school superintendent you will have a committee of seven to guide and coordinate the educational ministries of the church.

The educational committee is an option provided in the church *Manual.* When used it replaces the church school board. It has the same responsibilities plus others assigned by the church board.

ORGANIZATION OF THE CHURCH BOARD

COMMITTEE STRUCTURE FOR CHURCH BOARD

The church board may function as a board of trustees, board of stewards, and education committee (if you have one). Some churches are finding it helpful to organize the total board into committees. These committees and their functions vary. A general pattern would be:

1. Education Committee (program—NYPS, NWMS, Sunday school, VBS, CST)
2. Administration and Personnel (policy, public relations, promotion, personnel)
3. Evangelistic Outreach (revivals, lay witnessing, new programs of outreach, conservation, etc.)
4. Facilities (buildings, lands, equipment, insurance, repairs, and improvements)
5. Finance (salaries, stewardship, budget, etc.)

The members of the board may be given a chance to express

their first and second preferences as to the committee on which they would like to serve (with exception of the finance and education committees). The final assignments are made by the pastor. The finance committee would consist of the chairmen of the other committees and the church treasurer. The education committee would consist of those elected to it, along with the department heads.

Each committee functions with a chairman appointed by the pastor or, if desired, elected by the board. Each committee elects a secretary who keeps minutes of all meetings.

The duties of the committee are decided upon by the church board. Each committee will act upon items referred to it by the church board and bring in its recommendations to the board. It may also initiate items to recommend to the church board. Each committee will report to the board at the monthly meeting. The pastor is a member of each committee by virtue of his office. He may meet with the committees at his discretion, refer items to them for consideration, and be available for counsel. The pastor needs to be alerted in advance to any recommendation coming from a committee to the church board.

Even though a committee system is used, it will be necessary to keep intact the boards of trustees and stewards, since they must handle some specified matters as indicated in the *Manual*.

THE CHURCH BOARD IN ACTION

THE HOLY SPIRIT IS THE GUIDE

The atmosphere that prevails in the church board meeting determines whether much constructive work will be accomplished.

> Be of one mind . . .
>
> > standing fast in a united spirit, battling with a single mind for the faith of the Gospel . . .
>
> Do all you have to do without grumbling or arguing, so that you may be God's children,

blameless, sincere and wholesome,
living in a warped and
diseased world . . .

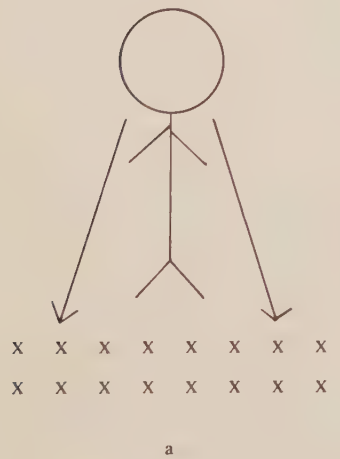
II Corinthians 13:11, KJV
Philippians 1:27, Phillips
Philippians 2:14-15, Phillips

Be of one mind although disagreeing in opinion. Remain united in purpose even when occasionally disagreeing on method. The Holy Spirit is our Guide in administrative relationship as well as in our personal Christian living. Administration is not simply a business concept; it is a scriptural principle needing the wisdom of the Holy Spirit as much as does any other ministry, such as evangelism.[2]

MAINTAIN AN ATMOSPHERE OF MUTUAL TRUST AND ACCEPTANCE

The freedom of expression of ideas, concepts, vision, will determine the fruitfulness of the church board in growth. Administration must provide the vision, inspire the workers, provide training for the workers, and develop plans to conserve the results of evangelism.

The flow of ideas in a board meeting depends much on the way the board functions. The following diagrams contrast two methods of operation.



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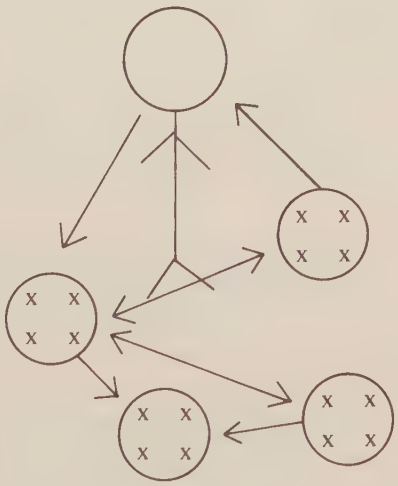


b

[2]Donald Anderson McGavran, Editor, *Church Growth and Christian Mission* (New York: Harper and Row, Publishers, 1965), p. 214.

BOARD REACTS TO PASTOR'S IDEAS

Diagram *a* pictures the operation of a board that sits in judgment on ideas, most of which originate with the pastor. To speak against his ideas or to suggest an alternate may be interpreted as opposing the pastor. As a result, valuable experience and ideas are lost because laymen do not wish to appear in opposition to their pastor.

SOME FOR, OTHERS AGAINST, WITH PASTOR IN THE MIDDLE

The board will usually polarize into two groups: those for and those against. Often a layman will emerge as a spokesman for each group and the others will watch their reactions for a cue as to the position they should take. The pastor is often caught in the middle. This type of operation stifles the creative interchange of Spirit-filled men and women. An atmosphere of doubt, question, and mistrust settles in and as a result most of the plans that emerge do not have the enthusiastic support of a group united in love. There is not the feeling that the Holy Spirit has given them the guidance needed in developing the plan for His Church.

BOARD ORIGINATOR OF IDEAS

Diagram *b* depicts the committee system in operation. Ideas may originate with anyone and are referred to a committee for further study and report back to the board with recommendations. Full and free discussion ensues among the members of the board. Reactions are not directed to the pastor but rather to a committee. Objections, amendments, or approval can be expressed without the person feeling he is in opposition to the pastor. The pastor functions as a resource person until there seems to be a consensus as to the correct action to take. Then the chairman calls for a vote on the recommendation.

STEPS TO FOLLOW IN PROBLEM SOLVING

The work of the board is basically problem solving—removing the obstacles to church growth. These five steps are essential in expediting the work of the board.

1. Identifying the need or problem
2. Exploring alternatives
3. Making the decision
4. Interpreting the decision to the membership
5. Implementing the decision

The concepts of what the needs really are will vary among the members of the board. Let us take a case history.

WHEN PEOPLE "PRAY THROUGH" AND GET DIFFERENT ANSWERS

The church needed more space for Sunday school classes, additional parking, and redecoration of the sanctuary. There was not enough money to do all three projects. To complicate the matter further, there was one church board member who had "prayed through" on the matter and was sure it was God's will to build additional classrooms.

Another equally dedicated member felt it was "God's will" to redecorate the sanctuary first, since this was where the people worshipped. Still another person felt that, in view of the need of both Sunday school space and additional parking, it would be best to relocate without spending any more money on the present church plant. You can see that these people are on a collision course if each is determined to have what he feels is God's will.

The board has the job of identifying the needs and establishing priorities. After exploring the alternatives, then comes the hard task of making a decision.

DECISION OF MAJORITY BECOMES DECISION OF ALL

Before the decision is made, everyone has the right and the responsibility to suggest whatever alternative he thinks is best. When the vote is taken and the course of action which the majority favors is made known, then it is the duty of all to close ranks behind the decision of the majority. This is the essence of democracy. When the decision is finally made, the "fight" is over. Unity of purpose is essential. Occasionally there will be a person of the minority position who cannot seem to adjust to being on the losing side when the vote is taken. Such a person would prefer to see the plans fail and the church collapse, so he could say, "See, I was right. I told you it would not work."

God help us if we are so small that vindication of our own opinion comes before the success of the kingdom of God!

HOW TO BRING CONCERNS TO THE ATTENTION OF THE BOARD

The church board needs to keep channels open to the members so that everyone feels he can suggest items to the board members or to the pastor to be considered in the board meetings. Some churches assign all church families to various members of the church board, who then act as their representatives on the board. When new members are received, they are advised who their representative is. They are told that they can present any ideas or suggestions for improving the work of the church to their representative.

Some think this encourages criticism. But criticism is to be expected, and it is best to have a channel through which it can be expressed rather than to drive it underground. There is always the possibility that some good ideas for improving the church will come this way. It gives the board an authentic feedback of the reaction of the congregation to the program of the church.

KEEP CONGREGATION INFORMED OF DECISIONS

Avoid having an "in group"—persons who know what is going on behind the scenes in the church while the rest of the people are in the dark. This can be partially overcome by making public the actions taken by the church board as soon as possible after the meeting. The bulletin, newsletter, and announcements in the public services can be used effectively to keep the people informed. Whenever decisions are made that might be misunderstood, there is need of explanation for the action. This does not mean that confidential information needs to be shared such as relates to the personality or character of individuals. A basic principle to remember is that *correct information, openly provided, stops the "rumor factory."*

KEEP WORKERS INFORMED OF POLICY DECISIONS

When decisions are made that affect the operating policies of the church, they need to be given in writing to the persons involved. This includes such items as the loaning of church equipment, use of church facilities, and the clearance of plans and programs. When people are informed, it saves them the embarrassment of being chastised for not following policy which they did not know existed.

ACCURATE RECORDS ARE NECESSARY

Records of board meetings are valuable. All of the incidental discussion does not need to be recorded but the basic decisions need to be in the minutes. Here are a few guidelines for keeping the minutes:

1. The date, attendance record, place, and time of meeting should be stated.
2. The actions which are taken should be recorded along with the plan for implementation. One church voted to do "something" about the parking lot. Months passed and nothing was done. Some felt the pastor was neglectful, others that the church board had not followed through, and several had

some bothersome questions. Perusal of the minutes indicated that it was not decided *what* would be done (just "something"), *when* it would be done, *what* it would cost, or *who* would be responsible to see that it was done.

3. Careful record should be kept of items referred to committees. Develop a system to be sure that these items are brought back to the church board as directed.

A good secretary can assist in the operation of the board by asking for specific wordings of motions to be acted upon. Or he can alert the chairman to the need for a subsequent motion to clarify procedures for implementation. Remember the What, When, Who, and How.

Send copies of the minutes to each board member within two weeks of the meeting. This will remind all of the actions they were to follow through on. This also informs members of the board who were absent of the actions taken.

ORIGINAL MINUTES IN PERMANENT FILE

The original minutes and the treasurer's report of each board meeting should be deposited in the permanent record file of the church. They should be available for future reference of board and committees. They are not the property of the church secretary, treasurer, or the pastor; they belong to the church. The church secretary and treasurer should, of course, keep personal copies on hand. When they no longer serve, their own copies should be turned over to their successors.

PLAN AN AGENDA

An agenda for a board meeting can keep it moving. When items of unusual nature are to be considered, it may be advisable to alert the members in advance and provide them with the information necessary to help them be prepared to give a thoughtful response. Special board meetings need to be announced to the members in writing or by personal phone calls, particularly if major items are to be considered.

A suggested agenda:

Prayer and devotions
Reading of the minutes of the previous meeting
Report of the pastor
Reports of the department heads

Treasurer's report
Reports of the standing committees
Initiation of new business
Closing time of prayer and fellowship

SPIRITUAL GROWTH MORE IMPORTANT THAN FINANCES

Some church boards have the habit of placing the treasurer's report as one of the first items on the agenda. Too often the board thus becomes bogged down in a discussion of the expenditure of funds. One almost has the impression he is attending a board of director's meeting where they were considering a profit-and-loss statement. It is easy to let material concerns take precedence over the spiritual needs of the church. Therefore proper attention to prayer, devotions, and the reports of spiritual ministries should have priority in the meetings. Finances will be provided if the spiritual needs are met and there is a spirit of optimism and faith in the group. What needs to be done can be done—and God has ways by which it can be financed.

MEETINGS UNDER TWO HOURS

Few church boards can function effectively when in session for more than two hours without a break. Industry has learned that meetings are expensive, need to be well-planned and not too long if the members are to make their best contribution. If the business takes more than two hours, a break needs to be taken or, better still, a second session scheduled.

SELECTION OF VOLUNTEER STAFF

The decision-making groups are responsible, along with the pastor, for the selection of both paid and volunteer workers. We will confine our comments to volunteer workers. Churches considering additional paid staff members need to refer to the church *Manual* and consult with their district superintendent.

WHAT WORKERS ARE NEEDED?

The total volunteer staff needs of the church should be considered by the department heads in consultation with the pastor. Failure to consider the needs of all departments jointly may result in one department (because of a persuasive leader) securing all of the best workers. This may not be in the best interest of the church. Priorities need to be determined so that workers can be placed where they can fulfill their ministry to the greatest degree.

FIND WORKERS AND TRAIN THEM!

Every Christian wants to do something for Jesus and His Church. The workers needed are there in the congregation. They need to see there is a job for them, that they can do it, and that we will help them by providing both example and training.

Many congregations have used the *Christian Service Survey* form (R-42) to locate workers. It gives a place for each person to indicate what he is doing, what he has done, what he is willing to do, and what training he will be willing to take. It also helps to show what people have *too many* jobs.

A 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 | M 1 2 3 4 5 6 7 8 9 10 11 12 13

Name. Jim Smith Address. 711 Main Phone 345-2262

CHRISTIAN SERVICE SURVEY

As evidence of my love for Christ and my fellowman and my concern that my church

Reach all we can—Teach all we can Win all we teach—Enlist all we win

Train all we enlist

I indicate below the areas in which I have served, or am willing to prepare to serve as called on:

	Write in information or mark the appropriate column with an X	EXPERIENCE Years	EXPERIENCE When	Now doing	Willing to prepare
ADMINISTRATION					
	Church board				
(A)	Church school board	4	1956-60		
	Other committee (Write in.)				
CHRISTIAN EDUCATION:					
(1)	Teach class of children	4	1966-70	✓	
(2)	Teach class of youth				
(3)	Teach class of adults				
(4)	Associate teacher (What age-group?)				
(5)	Home Department worker				
(6)	Cradle Roll visitor				
(7)	Department supervisor		none		✓
(8)	Department secretary				
(9)	Sunday school class officer				
(10)	Work in children's church				
(11)	Work in extended session—preschool				

		EXPERIENCE Years	EXPERIENCE When	Now doing	Willing to prepare
(12)	Vacation Bible school				
(13)	Librarian				
(14)	N.W.M.S. (Write in office held.)				
(15)	Junior Fellowship leader				
(16)	N.Y.P.S. (Write in office held)				
(17)	Youth group sponsor				
(18)	Christian Family Life director				
(19)	Caravan or Scout leader				
(20)	Work with Audio-visual equipment				
(21)	Guide craft activity				
MUSIC					
	Sing in choir				
(M)	Play piano				
	Lead group singing				
	Special music: Vocal Instrumental				

EVANGELISM *(Check those you will do.)*

- ☑ 1. Visitation evangelism
- ☐ 2. Distribute literature
- ☐ 3. Visit for the Sunday school
- ☐ 4. Survey evangelism
- ☐ 5. Home open for prayer groups

SPECIAL SERVICES *(Check those you will do.)*

- ☐ 6. Secretarial work
- ☑ 7. Make posters
- ☑ 8. Electrician
- ☐ 9. Call on telephone
- ☐ 10. Manual labor
- ☐ 11. Serve in church nursery
- ☐ 12. Use my car to bring people
- ☑ 13. Serve on welcoming committee

In filling out this Service Survey, I realize I am not guaranteed an opportunity to serve in the chosen field, but may be called upon as needed and as God directs.

ST R-42 Litho In U.S.A.

Signed Jim Smith

back of R-42 card

By putting index flags on the top of the card on the numbers that correspond to the items checked, you have a ready reference personnel file. These index flags can be secured in most office supply stores.

Many congregations have filled out the Christian Service Survey cards in a morning service after a message by the pastor in which he lifted up the high calling of every Christian being involved in ministry for Christ and the church. The file can be kept complete by calling in the homes of members absent on this occasion and challenging new people to fill out a card when interviewing them about church membership. Do not limit the completion of the cards to members of the church.

HAVE INSTALLATION OF WORKERS ANNUALLY

All workers should be recruited and installed on an annual basis. Ownership complexes can develop when workers stay in one assignment too long, or they can become bored. A personality clash may be a signal for a change. Yearly assignments give a definite period of time for which persons are committed, and it also permits shifting workers when it seems wise. This is provided for in the Sunday school through the recommended use of the form *Ready for Reappointment.*° This form should be filled out by the workers each year. It gives the workers a chance to indicate if they would like to be reassigned to the same job, moved to another interest, or not be assigned. It also gives the worker a chance to indicate that he would be willing to serve wherever the church school board feels he is needed.

IF YOU RECRUIT, TRAIN

Training of personnel is necessary if you expect to have a good record of retention of workers. The worker must be reasonably successful and enjoy his work or he will do a poor job or quit. Various training programs are available through the Christian Service Training office. See the *Christian Service Training Blue Book,* which carries a listing of all courses. If you have special training needs, write the Director of Christian Service Training, 6401 The Paseo, Kansas City, Mo. 64131.

°The *Ready for Reappointment* form (U-5603) and the *Christian Service Survey* form (R-42) may be purchased from the Nazarene Publishing House.

CHURCH BOARD TO REMOVE OBSTACLES TO CHURCH GROWTH

The church board is where the action is: removing the obstacles that prevent church growth; identifying the needs; seeking out the alternatives; making the decisions, interpreting them to the people, and following through with implementation. There is nothing boring about this assignment! It is God's will that the church should grow. Don't hinder growth by your own lack of faith. Seek a united spirit and Christ will show the way. Days of conquest and victory are still ahead.

An evaluative instrument, *Administrative Procedures in the Local Church,* is available for use with the church board and other groups. The questionnaire does not attempt to rate effectiveness but is designed as a discussion guide that will help the group see ways to improve its operation.

Church boards probably cannot adopt immediately the suggestions in this chapter. It will take time to discuss, plan, and gradually incorporate those suggestions that will help their churches function more creatively.

For Discussion

1. What are the values of having a rotation policy for church board members?
2. Are the primary considerations of your church board financial or spiritual?
3. Why do you think persons who serve on the church board should be tithers?
4. What provisions are made to keep permanent records? Are they in a suitable file?
5. Why should the department heads report to the monthly meeting of the church board?
6. What is the primary objective of the church board?
7. Read again the scripture at the beginning of the chapter and discuss how your board relates to the message.

For Further Reading

Chapter XII of *Church Growth and Christian Mission,* Donald Anderson McGavran, editor. New York: Harper and Row, 1965.

Administering Christian Education, Robert K. Bower. Grand Rapids, Mich.: Wm. B. Eerdmans Publishing Co., 1964.

Move Ahead with Possibility Thinking, Robert H. Schuller. Garden City, N.Y.: Doubleday and Company, Inc., 1967.

Chapter V, *The Sunday School Superintendent,* Bennett Dudney. Kansas City: Nazarene Publishing House, 1964.

The *Manual,* Church of the Nazarene, 1968, Paragraphs 130 through 148.

Charge them that are rich in this world, that they be not highminded, nor trust in uncertain riches, but in the living God, who giveth us richly all things to enjoy; that they do good, that they be rich in good works, ready to distribute, willing to communicate; laying up in store for themselves a good foundation against the time to come, that they may lay hold on eternal life. • *For here have we no continuing city, but we seek one to come. By him therefore let us offer the sacrifice of praise to God continually, that is, the fruit of our lips giving thanks to his name. But to do good and*

TO COMMUNICATE FORGET NOT:

for with such sacrifice God is well pleased. • *Remember them that are in bonds, as bound with them; and them which suffer adversity, as being yourselves also in the body. . . . They that be whole need not a physicial, but they that are sick. But go ye and learn what that meaneth, I will have mercy, and not sacrifice: for I am not come to call the righteous, but sinners to repentance.* • *Sanctify them through thy truth: thy word is truth. As thou hast sent me into the world, even so have I also sent them into the world.* • *Go ye therefore, and teach all nations, baptizing them in the name of the Father, and of the Son, and of the Holy Ghost: teaching them to observe all things whatsoever I have commanded you: and, lo, I am with you alway, even unto the end of the world.*

I Tim. 6:17-19; Heb. 13:14-16, 3; Matt. 9:12-13; John 17:17-18; Matt. 28:19-20

4

PRIORITIES IN PROGRAMMING

Have a CST class
Organize a Cradle Roll
Start a Home Department
Take an NMBF offering
Be a Star missionary society
Attend a zone rally
Take an offering for home missions
Start a Caravan
Attend workday at the District Center
Buy a bundle of the *Other Sheep*
Recruit camp counselors
Get your *Herald of Holiness* subscriptions in
Have a Bible Quiz team for juniors and teen-agers
Have an IMPACT team
Get a *Conquest* to every teen-ager
Be an Honor School
Start a visitation program
Pay your budgets
Be a 10 percent church
Pay your educational budget
Departmentalize your Sunday school

MULTIPLICITY OF PROGRAM POSSIBILITIES

These program items may be grouped as follows:

1. Starting units (Sunday school classes, Caravan, weekday classes) to reach people for Christ
2. Starting units to serve the present constituency
3. Raising money to finance the work of the church
4. Reaching goals that have been established

All of the items provide opportunity for Christians to fulfill their ministry through participation in service or giving. All of the projects are important.

PROGRAM ITEMS ARE IMPORTANT

The frustration arises when the promotional letters arrive about the same time that two of the Sunday school teachers resign, a key family is transferred from the community, the tithes and offerings are down, or the building payment is past due. What a church does in such a situation is a matter of priorities. Since you cannot do everything, the local church must choose what is most important.

PROGRAM IS DEVELOPED FOR CHURCHES OF ALL SIZES

Denominational programs are developed for churches of various sizes in all types of communities. But individual churches vary in facilities, needs, and personnel. It is doubtful if many churches can and few should try to do everything that is suggested. It is impossible for an outside source to design a program that is ideal for each local church. It is unwise to introduce a program by saying, "This program came from Kansas City and we are supposed to do it." The church board says, "So what!" Blind loyalty is not demanded or expected. The program and materials are prayerfully planned to provide tools for the local church. The particular program item may or may not be needed by your church at the moment. As a result of careful study the local congregation must determine the program items which would be helpful in their situation.

WHERE IS YOUR LOYALTY?

Is the first loyalty due the general church, the district, or the local congregation? Are the three in conflict with each other? We all know that our first loyalty is to Christ. Keeping this in mind helps to put the needs of the local, district, and general church in proper perspective. The three are never in real conflict, for all have the same goal—building the kingdom of God. However there will always be some tension in programming because leaders in the local, district, and general church will always present more needs than can be met at the moment.

CAUSE OF CONFUSION CONCERNING PRIORITIES

The confusion concerning priorities usually originates from one or more of several sources:

1. The feeling that to be a "good" church you must operate all the programs of the denomination
2. The fact that program and promotion originate from sources outside the local church and some-

times without correlation in content or timing, and therefore become competitive demands

3. Lack of understanding of the total church program

4. Lack of local advance planning and establishing an activities calendar

5. Failure to distinguish between secondary objectives and the primary mission of the church

COOPERATIVE EFFORT TO GLORIFY CHRIST

What are the alternatives? Throw out the program? Be uncooperative? Paddle your own canoe? Don't answer your mail? Downgrade the denominational or district program in order to justify lack of participation? All of these alternatives lead to defeat.

Few if any local churches can produce their own literature, have their own children's and youth camps, support a missionary program, operate a publishing house, operate a Christian college, or pay a pension to all the pastors who have served the church. Our cooperative accomplishments under God have been tremendous. Through this cooperative effort the church has become a worldwide force for God and His kingdom. We do not want to do less.

ESTABLISH PRIORITIES ON THE BASIS OF NEED, PERSONNEL, FACILITIES AND FINANCE

Then what is the answer? Establish priorities in the local church based upon need, personnel, facilities, and finance. Plan the local church program in advance. Prayerfully study program suggestions and adopt as your own those that are usable, not simply because they came from Kansas City or the district, but because they will help your church meet a need. Develop short-, medium-, and long-range plans. Don't panic over each request or feel disloyal if you are unable to meet all requirements. Christ is the Head of your church; He will guide and help as a program is planned.

Lay out a plan for your church that would be pleasing to Christ. What pleases Him will be satisfactory to the general and district church.

Your mission is church growth. Program provides a way for Christians to minister to the spiritual needs of those you are attempting to win to Christ and to establish in the church.

WE TEACH CHRIST

Church program includes all the activities of the local congregation. In this chapter, however, we will be discussing primarily the work of the teaching ministries of the church. This includes church schools, the Nazarene Young People's Society, the Nazarene World Missionary Society, and Christian Service Training. The term "Teaching Ministries" includes:

(1) Sharing of information with the intent of bringing about a change in attitude, understanding, and behavior;

(2) Providing an opportunity to learn by doing; and

(3) Endeavoring to influence each pupil to accept the claims of Jesus Christ on his life.

SEVERAL AGENCIES—SAME PUPILS

We are accustomed to think of NYPS, NWMS, church schools, and CST as being separate programs. This is partly because each agency has been assigned by the General Assembly the responsibility of preparation of materials and administration of program. Promotional material for each agency originates at both district and general levels. Organizations are maintained for each agency at local, district, and general levels.

Program in the local church is often originated in response to promotion rather than the needs of the people. Since local church leaders cannot do everything they are asked to do, they often respond to the loudest voice, the voice which represents the most authority, or the most appealing presentation of program.

NEEDS OF PUPILS SHOULD DETERMINE PROGRAM

Since the pupils involved in the various programs in the local church are often the same people, we must see the respective areas of responsibility assigned to these organizations and take steps to prevent competition and unnecessary overlapping of activity in the local church. The primary factor in determining program is, "Does it meet the needs of the pupils?"

The following chart may help to relate the various teaching ministries. The teaching content is not as clearly designated

in the pupil materials as is shown in the chart. The content is grouped in this pattern only to give a general overview.

TEACHING MINISTRIES OF THE CHURCH

Agency	Ages	Time	Areas of Instruction			
			Bible Study	*Christian Living*	*Christian Service*	*Evangelism and Missions*
Church Schools						
Sunday School	All Ages	Sunday a.m.	X	X	X	X
VBS	Age 4 Through Junior High	Weekday	X	X	X	X
Caravan	Primary and Junior	Weekday	X	X	X	X
Weekday Classes	Children Youth Adults	Weekday	X	X	X	X
NWMS	Age 4 Through Adults	Weekday			X	X
NYPS	Age 4 Through 40	Sunday Evening and Weekdays	X	X	X	X
CST	Junior Through Adult	Anytime	X	X	X	X

Church Schools is the only agency that includes all age-groups and all areas of content. It has also developed pupil materials designed for each age-group. The NWMS gives major emphasis to keeping people informed about missions and motivating them for missionary service and financial support. The NYPS emphasis is upon learning by doing—action groups, study groups.

ALL AGENCIES SERVE THE SAME PEOPLE

These agencies often serve the same people but provide separate pupil materials and suggested program. Each one provides additional teaching time which is needed. The following chart illustrates the wide range of possibilities of program for each age-group. Compare the program in your church with the program possibilities. On line "other," list unique program units that have been created in your local church in response to specific needs.

UNITS ORGANIZED TO MEET THE SPIRITUAL NEEDS OF PEOPLE

Use the following guidelines in completing the chart:

(1) Average attendance—a month that is typical, not best or worst
(2) Number of teachers and workers—include assistant teachers or co-teachers in the Sunday school.
(3) Ratio of workers to pupils—divide the number of pupils by workers.
(4) Workers needed—determined by comparing present staff with recommendations plus staff needed for new units.

Keep in mind that increasing activity for the same group of people does not increase outreach. New units should serve new people.

CHILDREN'S DIVISION	Enrollment	Average Attendance	No. of Classes or Units	No. of Teachers or Workers	Ratio of Workers to Pupils	Classes or Units Needed	Workers Needed	Program Needed
Cradle Roll, birth to age 4								
Nursery, birth to 24 months								
ss Sunday School								
Sunday a.m. Preaching								
ny Sunday p.m. Pre-Preaching								
Sunday p.m. Preaching								
Midweek Prayer Meeting								
Nursery 24 to 48 months								
ss Sunday School								
Sunday a.m. Preaching								
ny Sunday p.m. Pre-Preaching								
Sunday p.m. Preaching								
Midweek Prayer Meeting								
Kindergarten								
ss Sunday School								
cc Sunday a.m. Ext. Session								
*ny Junior Fellowship								
Other								
Primary								
ss Sunday School								
cc Children's Church								
*ny Junior Fellowship								
Choir and/or Music Group								
ca Caravan								
Other								
Junior								
ss Sunday School								
cc Children's Church								
*ny Junior Fellowship								
Choir and/or Music Group								
ca Caravan								
Other								

* The Junior Fellowship for kindergartners, primaries, and juniors also functions as a missionary chapter. The missionary study materials are in *Junior Topics.* Churches which do not operate a Junior Fellowship often have a missionary chapter for children.

YOUTH DIVISION	Enrollment	Average Attendance	No. of Classes or Units	No. of Teachers or Workers	Ratio of Workers to Pupils	Classes or Units Needed	Workers Needed	Program Needed
Junior High								
ss Sunday School								
ny Teen Fellowship								
ms Missionary Society								
Choir and/or Music Group								
Weekday Activity								
Midweek Prayer Meeting								
Other								
Senior High								
ss Sunday School								
ny Teen Fellowship								
ms Missionary Society								
Choir and/or Music Group								
Weekday Activity								
Midweek Prayer Meeting								
Other								
Other								
ADULT DIVISION								
ss Sunday School								
Young Adult (18-34)								
Middle Adult (35-64)								
Older Adult (65 and over)								
ss Home Department								
ny Young Adult Fellowship								
ms Missionary Society								
Prayer Groups								
Men's Fellowship								
Witnessing Groups								
Choir and/or Music Groups								
Other								

ss—Sunday School
ny—NYPS
ms—Missionary Society
ca—Caravan
cc—Children's Church

TOTALS FOR AGENCIES

Agency	Enrollment	Average Attendance
Sunday School		
NYPS		
NWMS		
Caravan		
Children's Church		

EVALUATE YOUR TEACHING MINISTRY BY AGE LEVELS

The local church needs to continually evaluate its program. What units are growing? What units are too large? What units need to be divided? What units need to be started?

In the chart you will notice that the possibilities of programming are listed by age-groups rather than by agencies. You will find a statement of objectives for each age-group in the questionnaire, *Program in the Local Church as Related to Church Growth,* which is designed to be used with this study. One of the first steps in improvement of program is to acquaint the various age-group workers with these objectives.

GIVE PRIORITY TO GROUPING

The grouping of pupils is important. This affects both growth and quality of work. Grouping of pupils must take into consideration: (1) teacher-pupil ratio, (2) ability of teacher, (3) variation of age and ability of pupils, (4) space. No one rule can be applied in every situation. However, there are some general principles. The recommendation for teacher-pupil ratio in average attendance is:

TEACHER-PUPIL RATIO IS IMPORTANT

Department	*Per Worker*
Nursery	4-5
Kindergarten	5-6
Primary	8
Junior	8
Junior High	10-12
Senior High	12-15
Adult	25

ABILITY OF THE TEACHER

Some teachers can more effectively handle a larger class than others. This is especially true in the adult area. It may be best to have larger adult classes if you have capable teachers. Especially is this true if in doing so valuable space can be released for youth and children's classes, where space is a greater factor. There are churches showing a good growth pattern that have both large and small adult groups. Some of these larger adult classes are taught by pastors. Although this is not usually best, there is no reason not to if it enables the church to reach people for Christ. It depends upon the availability of staff, space, and the ability and desire of the pastor to assume such a role.

The various groupings are made according to the pupil materials of the Sunday school, since this is the all-inclusive agency. The first goal of every small but growing church is to establish groupings for each set of pupil materials as shown in the organizational chart. After you have classes for each group, the addition of other classes will be done on the basis of enrollment, space, and staff. The long-range goal will be to have a class for each public school grade.

GUIDELINES FOR GROUPING

The Sunday school must be departmentalized if there is to be substantial growth. This will provide a distribution of responsibility, allow more participation by pupils, and enable the entire hour to be geared to the needs of a specific age-group. The following chart gives guidance in the determining of priority of starting new departments.

DEPARTMENTALIZING THE SUNDAY SCHOOL AIDS GROWTH AND IMPROVES QUALITY OF WORK

No. of Depts.	Suggested Order for Organizing New Departments Reading from top—shaded areas indicate next organizations										
3	Nursery ** Birth through age 3				Children Age 4 through grade 6			Youth and Adult Grade 7 and older			
4	Nursery *** Birth through age 3				Ages 4-5	Grades 1 through 6		Youth and Adult Grade 7 and older			
5	Birth to age 2		2- and 3-year-olds		Ages 4-5	Grades 1 through 6		Youth and Adult Grade 7 and older			
6	Birth to age 2		2- and 3-year-olds		Ages 4-5	Grades 1 through 6		Youth Grades 7-12		Age 18 and older	
7	Birth to age 2		2- and 3-year-olds		Ages 4-5	Grades 1, 2, 3	Grades 4, 5, 6	Youth Grades 7-12		Age 18 and older	
8	Birth to walking	Walking to age 2	2- and 3-year-olds		Ages 4-5	Grades 1, 2, 3	Grades 4, 5, 6	Youth Grades 7-12		Age 18 and older	
9	Birth to walking	Walking to age 2	2- and 3-year-olds		Ages 4-5	Grades 1, 2, 3	Grades 4, 5, 6	Grades 7, 8, 9	Grades 10, 11, 12 & ages 18, 19, 20		Ages 21 and older
10	Birth to walking	Walking to age 2	2-year-olds	3-year-olds	Ages 4-5	Grades 1, 2, 3	Grades 4, 5, 6	Grades 7, 8, 9	Grades 10, 11, 12 & ages 18, 19, 20		Ages 21 and older
11	Birth to walking	Walking to age 2	2-year-olds	3-year-olds	Ages 4-5	Grades 1, 2, 3	Grades 4, 5, 6	Grades 7, 8, 9	Grades 10, 11, 12	Ages 18-23	Ages 24 and older

*The number of departments is determined by the number of separate rooms to which pupils come at the beginning of the Sunday school hour.
**All nursery groups are part of the Nursery Department. Divisions indicate different rooms.
***You may want to include three-year-olds with the four- and five-year-olds.

How many departments does your church have now? What department needs to be started next? Take into consideration enrollment, attendance, space, and available teachers.

We often have a class for each grade up through juniors and then in junior high we put the seventh, eighth, and ninth grades together. Could this be why we lose one-third of them at this point? Too often they are put in with adults or the High School Department for an opening devotional period and into a single junior high class. The teacher will

GIVE ATTENTION TO JUNIOR HIGH GROUPS

naturally focus his teaching at the age level of the majority of the pupils. This has a tendency to cause the other ages or grades to drop out.

Our growth can be increased dramatically if we will make a specific effort to keep our youth when they move into junior high. Plan a Junior High Department on Sunday morning and on Sunday night. Use these young people in the music program. Organize their classes with an accent on pupil participation. Find someplace for them to meet. The group does not have to be large in order to be profitable.

Study your losses of youth by checking the average attendance of the Junior Department for the last three years. Compare this with your present Junior High Department. Then check the names of your present junior high pupils with those enrolled in the Junior Department during the previous three years. Where are the missing persons?

GIVE ATTENTION TO ADULTS

The average church needs to reorganize its Adult Department for several reasons:

1. The present classes have been organized so long they not longer fit the original description. Many that were once young adult classes now have members over 40. There are no classes for single young adults and often none for young marrieds.

2. There are no classes for new Christians. Most adults who attend have been coming so long that the newcomer or new Christian often feels afraid to participate in discussions or to ask questions.

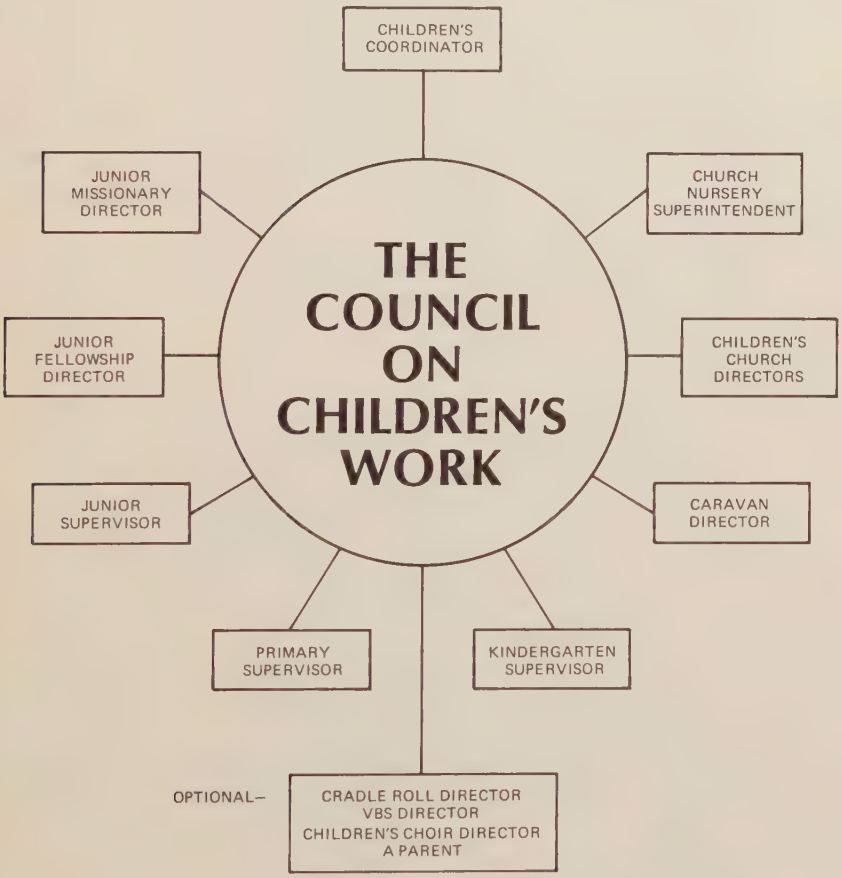
3. There needs to be some opportunity for adults to study in areas of special interest. Offering electives occasionally can increase interest and participation.

4. Cliques develop when classes function more as ingrown social groups than as units involved in Bible study and winning others to Christ. For suggestions on the improvement of the adult work of the Sunday school see *Better Adult Teaching,* by Earl Wolf, and *The Adult Class in Action,* by Thomas Barnard.

NEED FOR COORDINATION OF PROGRAM

The program possibilities were outlined in the organizational chart by age-groups. This was done in order to help visualize the program available. The local church needs to study the possibilities for each age-group and design a total program. Many churches are accomplishing this by establishing councils on children, youth, and adult work. In larger churches these areas are divided into even smaller segments such as preschool, primary, junior, etc.

The following chart gives an idea of the composition of a Council on Children's Work.*



*Prepared by LeBron Fairbanks for the Department of Church Schools.

You will notice that the leaders of all who work with children are involved. The council is responsible to the educational committee of the church board or the church school board, if you are not using the educational committee. Similar groups can be formed for the youth and adult sections. In very small churches, informal meetings of all who work in a particular age segment would be profitable."

There may be a tendency to say this is not necessary or at least will work only with larger churches. But the need is just as real in smaller churches. It can be done even easier in such instances, for it will involve fewer people.

I. The Purpose of the Children's Council

To bring to the attention of those concerned, through concentrated study and evaluation, the weaknesses and strengths, the goals and plans, the problems and needs in the teaching ministry for children in the church; and then proceed in guiding, correlating, and giving supervision in correcting, improving, and advancing a more adequate educational program for children.

The real purpose is to coordinate an efficient and productive program for children.

II. Why It Is Needed

A. It will give a comprehensive view of what the church is trying to do as a church for children.

B. It will provide centralized and specific responsibility. One group needs to be responsible for the total program for children (not SS here, NYPS there, etc.).

C. It makes possible an integrated and unified program. All the organizations and activities of the church need to be tied together in one unifying, correlating body, to see that all needs are being met, and to eliminate overlapping and competition.

III. Its Organization

A. Organized by action of church board or its educational committee.

B. Is representative in membership:

1. *Sunday school*
2. *NWMS*
3. *NYPS*
4. *Children's church workers*
5. *Education committee or church school board*

IV. Its Work

A. Study:

1. *First job is to educate itself. Try to keep up with trends and what is going on in the specific area of concern.*
2. *Periodic study of every class or department in children's division should be made with specific attention to the aims, needs, personnel, and programs of the various agencies.*
3. *Study the specific needs or programs that are brought to attention of the council.*

B. Evaluation:

1. *Open, objective evaluation of policies, program, and personnel is the express duty of the group to discover overlapping, competition, and waste. See that all existing needs are being acknowledged and met if possible, and that the program is adequate.*
2. *On the basis of the above, look into the future to see if existing programs and policies are taking us in the right direction. (One of the greatest services of this council—to plan and prepare for the future.)*

C. Supervision:

1. *Establish a definite procedure for follow-through on decisions:*
   a. *List persons responsible for specific aspects.*
   b. *List dates for activities.*
   c. *Provide a definite channel of communication by which every person involved hears of the decision.*
2. *Supplement work of the educational commit- in this specific area.*

D. Correlation (main function of council):

1. *Correlate all activities and program having*

to do with children under 12 years of age.

2. *Correlate use of storage and children's equipment by various children's groups.*
3. *Correlate a calendar (to be prepared) of all children's activities and program.*

E. Recommendation (to specific agencies of church):

1. *Necessary teacher-training opportunities for this division.*
2. *Building and equipment needs.*
3. *Corrective policy changes based on prior work and evaluation.*
4. *Specific programs to various agencies (NYPS, NWMS, church, etc.).*
5. *Specific curriculum needs and/or additions.*
6. *Personnel replacements for vacancies now existing.*

ORGANIZE NEW UNITS

Growth comes from the establishment of new units to serve new people. Units that operate on weekdays produce as much growth as Sunday groups. New groups or units may be started with new programs or with expansion of present program.

Avoid overloading your personnel by multiplying activities for the "in" groups if it prohibits organizing ministries for the "out" group. In the organization of any group be sure that the mission of the church is kept in mind. Remember "growth" is the primary mission of the church.

Do you need to start a Cradle Roll, a Home Department, a home Bible class, services in a nursing home, a men's fellowship? What is the need in your community?

PRIORITY OF DISCIPLING OVER PERFECTING

The tendency in programming is to put more emphasis upon perfecting persons who are already in the church than on making new disciples. Compare the activities of the local church that minister to the members with those activities that are primarily geared to reach the new people and note the difference. Many activities are designed to both disciple and perfect, but if one is discontinued or downgraded it is usually the winning of others that ceases first. Dr. Donald McGavran makes several comments relating to this:

***First**, discipling and perfecting are frequently in-*

tertwined. When both are going on in the same population it is hard to say where one ends and the other begins. Nevertheless, because of the built-in preference for perfecting, churchmen should be alert to see that discipling does not decay, and does, in fact, continue vigorous.

***Second**, we must recognize that all discipling involves some perfecting and can be a high form of it. There is no better way to increase conviction, knowledge of the Bible, and Christian character than to win others to Christian faith. He who is persuading others is much more likely to take his faith seriously than he who is concentrating attention on himself. Effort devoted to discipling is addressed to the highest form of spiritual development, not diverted from it.*

***Third**, perfecting often hinders discipling. True, it sometimes assists discipling, particularly where church growth is going on, but it is common for churches to get wrapped up in types of perfecting which result in no discipling at all.*

***Fourth**, during periods of expansion when the Faith is surging forward in some population, if any part of the task must suffer it should be perfecting. At such times discipling has first priority. Perfecting will happen later, if ingathering happens first. Suppose that, following Pentecost, the small band of inexperienced church leaders had said: "No more baptizing now. No more preaching on the streets and in the temple. No arresting miracles. Our task is clear. This great horde of 3,000 new Christians must first understand the teachings of Christ, be organized into well functioning congregations, and given a trained ministry." We look also at Paul. In church after church, where perfecting was barely begun, after a few weeks or months, he would depart to engage in further discipling. When the churches can increase, winning the winnable must, for the time being, take the larger share of the total effort.*[1]

[1]Donald McGavran, *How Churches Grow* (New York: Friendship Press, 1966), p. 98.

NO ONE TO PERFECT UNLESS SOMEONE IS WON TO CHRIST

The importance of discipling says to us that we should continually keep before leaders of all groups the importance of winning people to Christ. Nothing else is as important. This is the key to growth, for it brings new converts. It also is the reward that leaders need to motivate them to give of their time and talent in volunteer service to the ministry of the church. Every worker is to share the good news of salvation with others.

THE PRIORITY OF KEEPING IN CONTACT WITH SINNERS

Someone has said, "The longer a person is a Christian, the more he has to work at being a soul winner." Another, "The longer a person is a Christian, the less likely he will win souls." When individuals accept Christ they soon develop a new circle of friends. These new friends are Christians and the possibilities of meaningful contact with sinners is decreased. Our emphasis upon separation from the world, when carried too far, cuts us off from the people we desire to win to Christ. We need to remember we are to be *in* the world but not *of* the world.

Nazarene homes need to be used as evangelistic centers as they are opened to unbelieving friends who are in search of fellowship and meaning to life. Church programs need to be designed to encourage members to maintain and create lines of friendship with people of the world. We must understand their needs and problems and gain their confidence. This results from our contact with them outside the walls of the church.

PARTICIPATE IN COMMUNITY AFFAIRS

Programs to encourage members to participate in community affairs, to have various group activities in their homes, to use the church buildings to serve the needs of the community, can all help to keep alive this meaningful contact of the Christian with the lost. This means becoming vulnerable to misunderstanding, being taken advantage of, and having to rearrange our priorities. But it is necessary if the Christian is to fulfill his ministry of sharing Christ with others.

PRIORITY OF CONSERVATION

The failure to nurture a new Christian by personal interest and guidance is to fail God and the new convert. The Sunday school class is one of the best units of conservation. Here new Christians are surrounded by friends in a study of God's

Word. The new convert must be made to feel at ease and free to ask questions when he does not understand.

Many churches assign a spiritual "parent" to each new Christian. This person guides the new convert in his early pilgrimage and works toward bringing him into the church membership. Membership classes help a person become established in his faith. It also prepares him for meaningful membership in the church.

PRIORITY OF ESTABLISHING A CALENDAR OF ACTIVITIES

The activities or general program of the church needs to be planned at least a year in advance and shared with the entire congregation. Near the end of each month the activities planned for the next month are given special announcement. (This can be done best through a bulletin or mimeographed sheet.)

The program should be established in a joint planning session of the respective departments where all time and priority conflicts can be resolved. Once a calendar has been established it needs to be honored by each agency. The calendar should be maintained through the church office and consulted prior to scheduling any class, department, or group activities. These smaller group activities should be scheduled at least a month in advance in order to secure cooperation of parents and others participating. Nothing disturbs a congregation more than having the feeling that activities are planned on the spur of the moment, often in conflict with others, and being uncertain as to what their responsibilities are.

TO COMMUNICATE FORGET NOT

All program is for one purpose—to share Christ with others. This includes winning pupils to Christ and helping them grow in grace. It is possible to teach classes, to have weekday activities, operate missionary and youth groups, and still not reap a harvest. Each worker must continually be aware that he is to seek a decision, to guide pupils into following God's will. Regular meetings of workers, times of prayer, and instruction are needed to keep this primary concern in clear focus.

For Discussion

1. How does your church plan for coordinating the work of the various agencies with respective age-groups?
2. Who decides what teaching ministries will be offered and when is it decided?
3. Is your Sunday school grouped according to pupil materials, to enrollment, to space available, or some other way?
4. How do you keep the congregation informed of major events in advance? Do you revise and fill this in periodically? How and by whom is this done?
5. What can be done to increase the effectiveness of your youth department?
6. What classes and/or departments need to be organized in the NWMS, NYPS, and Sunday school?
7. What plans are being made for training workers during the next two years?

For Further Reading

How Churches Grow, Donald Anderson McGavran. New York: Friendship Press, 1966, Chapter XIII.

The Nazarene Sunday School in the 70's, Albert F. Harper. Kansas City: Beacon Hill Press of Kansas City, 1969, Chapters III and X.

The Sunday School Superintendent, Bennett Dudney. Kansas City: Beacon Hill Press of Kansas City, 1964, Chapters II and V.

The Department Supervisor, Kenneth S. Rice. Kansas City: Beacon Hill Press of Kansas City, 1955.

Sunday School—the Growing Edge, Kenneth S. Rice. Kansas City: Beacon Hill Press of Kansas City, 1964.

The Ten Largest Sunday Schools, Elmer Towns. Grand Rapids, Mich.: Baker Book House, 1969.

Thus says the Lord:

"Heaven is my throne
and the earth is my footstool;
what is the house which you would build for me,
and what is the place of my rest?
All these things my hand has made,
and so all these things are mine,
says the Lord.
But this is the man to whom I will look,
he that is humble and contrite in spirit,
and trembles at my word."●

. . . the Most High does not dwell in

HOUSES MADE WITH HANDS. . .•

. . . For we are the temple of the living God; as God said,

"I will live in them and move among them,
and I will be their God,
and they shall be my people."●

So then you are no longer strangers and sojourners,
but you are fellow citizens with the saints
and members of the household of God,
built upon the foundation of the apostles and prophets,
Christ Jesus himself being the chief cornerstone,
in whom the whole structure is joined together
and grows into a holy temple in the Lord;
in whom you also are built into it
for a dwelling place of God in the Spirit.

Isa. 66:1-2; Acts 7:48; II Cor. 6:16; Eph. 2:19-22 (RSV)

5

FACILITIES FOR GROWTH

GOD DWELLS IN PEOPLE NOT BUILDINGS

Why should God need a "house" made by hands? The entire heavens and earth are His. The tendency of man to worship things made with his hands also affects his attitude towards church buildings or temples. The attempt to localize God by providing a house in which He could dwell is seen in the Old Testament in several places. However, God continually found ways to indicate He wanted to dwell among the people. "I will live in them and move among them, and I will be their God, and they shall be my people" (II Cor. 6:16, RSV).

BUILDINGS ARE ONLY TOOLS

If beautiful buildings house the presence of God, then we must assume His presence is unattractive, for many beautiful buildings attract few worshippers. No. God desires to live in us. We are His temples. Then what is the role of buildings and facilities in church growth?

Buildings are provided to serve people, not to enslave them. They are to house functions of the congregation, not to determine them. Church buildings do not cause growth; they are the result of growth. Although buildings do not cause growth, lack of buildings can limit growth.

The kind of buildings needed will vary with the type of culture. They become hindrances when they require an undue amount of money, time, or talent. Money, time, and talent are needed to serve people and this cannot be done if too much attention is given to buildings.

ROLE OF BUILDINGS IN EARLY CHURCH GROWTH

The growth of the Early Church as recorded in the Acts of the Apostles does not have much to say about church buildings. The Christians used the Temple and the synagogues for instruction in some cases. They preached wherever there

were people, and that may be why the most frequent reference to buildings was to "the church in thy house." The house church seems to have been a definite factor in the growth of the Early Church. Archaeologists report no findings of church buildings constructed from the birth of Christ until after A.D. 150.

THE VALUE OF THE HOUSE CHURCH

The role of the house church is described by Donald McGavran as overcoming four obstacles in the growth of the church.

1. The cost of a church building. Without any cost outlay at all, house churches provided as many places to worship as there were groups of Christians. The first common obstacle to multiplying churches never appeared.
2. The obstacle of the Jewish connection. House churches pushed the church away from the synagogue into the Gentile population.
3. The obstacle of introversion. Each new house church exposed a new section of society—a new set of intimates and relatives—to close contact with ardent Christians.
4. The obstacle of a limited leadership. Each house church thrust the responsibilities and prestige of leadership on able men of a new congregation. These, within the elastic bands of the Old Testament, oral tradition of the life of the Lord, and a letter or two of Paul's, were free to follow the leading of the Holy Spirit. The physical fact of the house churches should be taken into consideration in any assessment of the causes of the growth of the Early Church. In modern forms, these four factors still retain their importance.[1]

ROLE OF BUILDINGS IN THE EARLY GROWTH OF THE CHURCH OF THE NAZARENE

The founders of the Church of the Nazarene did not wait for an adequate facility to begin to preach the gospel. Tents, storefronts, brush arbors, tabernacles, and abandoned church buildings were used. As a result of growth, facilities have been built until the church has constructed adequate buildings for worship, evangelism, and education.

[1]Donald McGavran, *Understanding Church Growth* (Grand Rapids, Mich.: Eerdmans Publishing Co., 1970), p. 192.

The decades of fastest growth in the Church of the Nazarene were the periods when we had the poorest facilities. The securing of buildings and equipment and placing of major emphasis upon them may have had a tendency to lessen our interest in people. It is easy to substitute constructing a building for the true mission of the church—saving souls.

DOES LIMITED USE OF CHURCH BUILDINGS JUSTIFY COST?

The attitude of people today toward the spending of large sums of money for church buildings cannot be ignored. They are asking if the limited use of the buildings each week justifies the expenditures of funds. The increased cost of construction and financing is also causing church leaders to question the limited use of facilities. Are there ways the buildings could be used to a greater advantage in advancing the church? Would it be more helpful to spend more money on program and staff to minister to the people and less on buildings?

ARE BUILDINGS MORE IMPORTANT THAN STAFF?

We really do not believe that buildings are more important than having a pastor who can give full time to the ministry. Do we believe they are more important than employing a secretary who can relieve a pastor of details so he can study, call, pray, and preach? We do not believe buildings are better than persons, but lack of planning often forces the church into the position of spending disproportionate amounts of money on buildings.

A church had a good youth program and built an educational building. Costs were greater than expected, so the youth leader was released in order to pay for the building. As a result young people dropped out and the church did not need the building.

Or take the church that is running 150. They built for 300, but made no provision for secretarial assistance for the pastor. In fact, because the pastor has two children in college and a limited salary, he has to work at a part-time job to pay expenses. The church fails to grow. For a congregation to commit themselves to building without committing themselves to an adequate and sufficiently paid staff is to head down a dead-end street.

DO BETTER BUILDINGS MEAN AUTOMATIC GROWTH?

Better buildings do not insure automatic growth. A church was operating with a membership of 100 and a Sunday school of 150 in a poor building. They sacrificed, relocated, and built a sanctuary seating 300 and educational space for 150. When they moved in, the educational space was full. They did not grow, for they were committed to the idea that growth comes *only* through the Sunday school. Space was full and they were unwilling to go to two Sunday school sessions in their new building. They still could have continued to grow if they had begun emphasizing the preaching service as the primary outreach and used the Sunday school to conserve the converts.

MUST YOU HAVE SPACE IN ORDER TO GROW?

The concept that you must have space in order to grow limits growth. When you accept the fact that you must have space to grow and you do not have space, and do not have money to build or expand, then the tendency is to accept the philosophy of survival. "We may not be growing but we are developing a fine group of Christians." "We are holding our own." "One of these days we will grow." We are hung up on the false assumption that "all the people have to be doing the same thing at the same time." This false concept of space and sequence of activities prevents a congregation from starting multiple sessions, encouraging house churches, starting outreach Sunday schools, weekday Bible classes in homes, and other programs that produce growth. Exposure to the Word of God in almost any setting brings responses in the hearts of men and women.

WHAT FACILITIES ARE NEEDED FOR GROWTH?

PROVIDE SPACE FOR PROPER GROUPING OF PUPILS

The emphasis upon the idea that there can be growth when space is limited may seem to imply that facilities are not important. They *are* important tools to use in reaching others but they are not an end in themselves. Space to enable you to group your pupils according to pupil materials is your first goal. This would be: nursery crib, nursery class, kindergarten, primary, junior, junior high, senior high, and adult. As growth continues you will want to provide departments for each of these groups; also classes for adults: young adult, middle adult, and older adult. Eventually there will be departments for each grade if growth continues.

There are three critical areas of need in most churches that are trying to move up from 100-150 size in Sunday school to the 150-200 and up. They are the nursery, youth, and young adult.

CRITICAL AREAS

The nursery facilities are often crowded and not adequately ventilated. Many do not have hot and cold water or toilet facilities. Often new churches underbuild in this area. You need at least a crib room, a toddler room, and a room for twos and threes if you are to have any appreciable growth. We are unable to reach young adults if we are not prepared to take care of their children.

NURSERY

Many churches have adequate facilities for primary and junior children. Often there are separate classes for grades one through six. But when the youngster reaches the seventh grade he is promoted into the one junior high class, which often meets for a joint devotional with the adults. These teens who have been accustomed to departmental openings in the Junior Department often fail to make the adjustment. As a result we lose one-third of our junior high pupils. Unless we stop the loss at the junior high level we will not need more space for senior highs.

YOUTH

Adequate space for a Junior High Department is a high priority and must be met in some way if we are to keep the juniors as they grow older and win other youth. The need for a Junior High Department was reflected by the response of 874 persons, most of whom were Sunday school superintendents. They were asked the question, "What is the department that is most urgently needed in your Sunday school?" The overwhelming reply was Junior High.

The increasing percent of the population that are young adults indicates this is a ripe harvest field. There must be class space for single young adults and young marrieds. These groups do not mix readily with those above 35 years of age. The ability to serve young marrieds is also related to having an adequate nursery and preschool program. What about your church? Do these groups need space to grow?

YOUNG ADULT

A well-equipped office for the church can aid in its growth. You need to keep records, to serve as a supply center, to provide a communications center and work area for volun-

NEED FOR OFFICE SPACE AND EQUIPMENT

teer or paid secretarial help. Items of equipment needed would include typewriter, desk, adding machine, some kind of duplicating equipment, permanent files that can be locked, and some type of addressing equipment. The church office should be near the pastor's study but *not in it.* The pastor needs to have the privacy of a study without the accompanying confusion that comes from a church office.

NEED FOR A FILING SYSTEM

Investment in a standard Church Administration Filing System would be a wise investment. Such a system would belong to the church and remain at the church when pastoral changes are made. The use of such a system would enable both pastors and laymen to know where to find valuable information concerning the congregation. (See *Master Buying Guide* for detailed description—R-795.)

NEED FOR A PASTOR'S STUDY

An adequate study in the church is helpful to the pastor. The equipment in it should belong to the church. For the sake of economy the heating and cooling provisions for the study and church office need to be separate from the rest of the building. If there is not space for both a church office and pastor's study at present, it should be put in the long-range plan.

USE OF FACILITIES

DEVELOP A FLOOR PLAN AND INDICATE ACTIVITIES

Most churches have some type of facilities beyong the actual sanctuary. Let's look at the use of these. Make a list of all the uses that are made of the various rooms and equipment each week. Make a sketch of the floor plan of the building. Indicate the groups which meet in each room, along with the time, enrollment, average attendance, and the activities. What groups are crowded? What groups have too much space? Keep in mind that the younger the age, the more space is required per person. Are some groups located in the wrong area of the building for maximum effectiveness? Who decides what groups use the respective areas? How often is the use of space evaluated?

ASSIGNMENT OF SPACE

The entire church plant belongs to God. The church board is obligated to see that the use of space is based on what is best for the entire church rather than for a select group.

Note the following suggestions:

1. Put preschool children on the ground floor when possible.
2. Assign space on an annual basis so that changes can be made to achieve maximum use of facilities.
3. Let all redecorating be done by the church or with the understanding that, if a class redecorates, this does not give them "squatters' rights." They may be moved but decorations remain.
4. Locate groups to avoid as much cross traffic as possible on Sunday morning. Try to avoid locating older people where stairs must be used. Nursery facilities are usually best on the level of the sanctuary and near to young married classes. Provide adequate space for children's and youth departments even if it means having fewer, but larger, adult classes.

MULTIPLE SERVICES ARE POSSIBLE AND EFFECTIVE

When facilities are crowded, you have a choice of three alternatives:

1. Build, rent, or buy adjacent properties.
2. Go to multiple services.
3. Stalemate, which usually means losses.

Building is not always the best choice, nor is it always possible. Increasing inflation is making it more difficult to build. When building means an indebtedness which limits development of program and staff, then it should be studied very carefully. When building means moving to a new area where the people you are now serving cannot be served as easily, consider the possibility of providing a ministry in both areas.

MANY VARIATIONS OF MULTIPLE SERVICES

There are several ways in which buildings can be used in multiple services. No one pattern is best for every church. It depends on your needs, your facilities, and the commitment of your personnel—both paid staff and volunteer workers. Here are some of the patterns that are working:

1. Multiple worship services (if educational facilities are large enough, but sanctuary is small)

   8:30-9:30 Worship
   9:45-10:45 Sunday School
   11:00-12:00 Worship

2. Multiple Sunday school sessions (if educational facilities are small and church sanctuary is large enough)

   8:30-9:30 Sunday School
   9:45-10:45 Worship
   11:00-12:00 Sunday School

3. Multiple Sunday school and church services if both are crowded

   8:00-8:50 Sunday School
   9:00-9:50 Worship
   10:00-10:50 Sunday School
   11:00-12:00 Worship
   5:00-6:30 Evening Service
   7:00-8:30 Evening Service

4. Simultaneous Sunday school and church services

	Sunday School	*Worship*
9:30-10:30	Junior High Through Adult	Kindergarten Through Junior
10:45-11:45	Kindergarten Through Junior	Junior High Through Adult

   This will permit double use of several rooms, but will require some shifting of equipment.

5. Children's worship service at the same time as worship services for youth and adults. This will provide more space in the sanctuary. Care must be exercised to have qualified leaders, so the children's services will contribute to their spiritual growth.

DIFFICULTIES CAN BE OVERCOME

There are difficulties in any type of multiple services. Most of these problems are in our minds, for we are bound by tradition. Some churches have tried and failed, others have succeeded. The success stories have been accompanied by preparation, commitment, and keeping the entire church aware of the total program.

Multiple services do take more staff, but so would a new building. It does require extra preaching, but sharing the good news is thrilling work, not drudgery. It does require adjustments in music programs, but more people can be involved.

When it is a question of the multiple use of buildings versus accepting or delaying action, then the decision to go to multiple services seems obvious.

CARE OF FACILITIES

NEGLECT OF FACILITIES IS A REPROACH

Church facilities are made by man and are provided for his use in sharing the faith of God with his own family and others. Facilities are dedicated to God. They are provided from money given in response to people's love for God and to meet spiritual need. Neglect, uncleanness, and general disarray say to all—God's work is not important and we don't care. Many times we become accustomed to the untidy way things look and fail to see through the eyes of the community or a visitor.

FINISH THE JOB WHEN BUILDING

The church building was attractive. It was about 10 years old and was located in a nice community. A closer inspection, however, revealed that the basement, which was being used for youth and education, had never been finished. The landscaping was never completed and the trim was missing around interior doors and windows. Some classrooms had never been painted. Yet the congregation had $2,000 in the bank which could have been used to take care of some of these things.

DELAY OF REPAIRS CAN INCREASE COST

Take a tour around your church. Try to look at it through the eyes of a stranger. Visit the furnace room, the storage areas, the parking lot. What needs to be done? Delayed maintenance in the interest of saving money often increases expenses. When funds are not available, the wise course may be to borrow money rather than to follow a course of neglect. Neglect attaches an attitude of unimportance to the work of the church. God must have little patience with people who stall around giving excuses for not building or repairing the "house of God" while building fancy homes for themselves.

"Thus says the Lord of hosts:
This people say the time has not yet come to rebuild the house of the Lord."
Then the word of the Lord came by Haggai the prophet,
"Is it a time for you yourselves to dwell in your paneled houses, while this house lies in ruins?"
(Hag. 1:2-4, RSV)

PLANNING NEW FACILITIES

GUIDELINES FOR NEW FACILITIES

Planning new buildings for growth can be exciting as a congregation unites in an effort to provide facilities to be used to reach others for Christ. Here are a few guidelines for initial planning. They are listed in a suggested order of importance.

1. Establish a statement of purpose for the church as related to the community in which it is to be located. What kind of church? What type of program? What group of people are you trying to reach, etc.?
2. Establish an optimum size (membership) for the church based on the local group's concept of mission—300? 500? 1,000? 1,500?

SECURE AN ARCHITECT

3. Secure an architect even before the site is purchased if possible.
4. Have a master site-development plan prepared to house the optimum-size church agreed upon. Include landscaping, walks, parking, and driveways.
5. Provide the architect with information concerning space requirements, worship, evangelism and educational practices before he develops the master plan.

HAVE FLOOR PLANS REVIEWED BY OTHERS

6. Have floor plans reviewed by experienced people before plans for superstructure are developed. You may send plans to the Division of Church Extension of the Department of Home Missions for evaluation. They will share them with the De-

partment of Church Schools for evaluation of educational space. A picture of the site, information on membership, enrollment, community, and optimum plans should be sent along with the architect's drawings.

7. Include furnishings and landscaping in the initial financing plans. Often a church will build a lovely building, move in the old junk and there it remains for years. This approach prevents a church from receiving maximum returns on their investment.
8. Provide for multiple-use areas and flexibility of program, teaching methods, and program change.
9. Consider cost of adequate staff when planning a building. Adequate staff must be provided for if the building is to be a maximum asset.

INCLUDE PLANS FOR STAFF

10. Include in the planning stages all leaders who will be using the buildings.
11. Share the preliminary plans with the congregation and give opportunity for questions and feedback. They are the ones who will be using and paying for the building.
12. Provide at least one classroom for each grade in school, adequate nursery and preschool facilities, and space for adult classes.

BUILD LARGE ENOUGH

13. When possible, build for at least a 50 percent growth potential if your present facilities are being used to capacity.

ASSETS OF A BUILDING PROGRAM

A building program does not have to be a source of conflict. Good administrative procedures and planning can make it a means of spiritual blessing. Congregations who are planning to build need to give careful consideration to location, trends in population, location of other churches, location of your constituency, and community projection. The book *The Local Church Looks to the Future*, by Lyle E. Schaller, has an excellent chapter, "Should We Build?"

USE THE SERVICES OF THE DIVISION OF CHURCH EXTENSION

The Division of Church Extension of the Department of Home Missions maintains several services for congregations. Free materials available are:

1. *Step-by-Step Planning for a Building Program*
2. *Factors in Relocation*
3. *List of Texts and Subjects for Sermons*
4. *The Nazarene Altar*
5. *A Study of Seating and Aisle Plans*
6. *Financing the Building Program*
7. *Suggestions on Applying for a Mortgage Loan*
8. *Better Buildings for Nazarene Sunday Schools*
9. *Adequate Rest Rooms*
10. *Uniform Articles of Incorporation for Churches*
11. *Equipment and Duties Recommended for Church Custodian*
12. *Our Theology and Architecture*
13. *An Architect's Guide for Planning Church Buildings for the Church of the Nazarene*
14. Numerous other articles involving sound, light, and color

OBSERVE THE GUIDELINES OF THE CHURCH "MANUAL"

The local congregation should follow carefully the directions of the *Manual* when embarking on a building program. These are found in the *Manual* of the Church of the Nazarene, 1968, paragraphs 151 and 152.

¶151: *The local church may not purchase real estate, nor sell, mortgage, exchange, or otherwise dispose of real estate except by majority vote of the members present at an annual meeting, or at a special meeting duly called for that purpose, and except upon the written approval of the district superintendent and the written approval of the District Board of Church Extension.*

¶152: *The local church contemplating the purchase of real estate, or the erection of a church building or parsonage, or a major remodeling of either, shall submit the proposition to the district superintendent, and the District Board of Church Extension for their consideration, advice, and approval. No indebtedness, whether involving a mortgage or not, shall be incurred in the purchase of real*

estate or the erection of buildings or a major remodeling of either, without the written approval of the district superintendent and the written approval of the District Board of Church Extension.

Early contact with the district superintendent when a project is contemplated will be helpful. He can give valuable guidance because of his experience with other congregations during their building programs.

BUILDING IS A VENTURE OF FAITH

Many churches need to build, others need to relocate, and others need to clean and fix up existing facilities. There are times when churches that need to build are hindered by conflicting opinions of members. If the church board is composed primarily of persons who are nearing retirement, they are likely to be conservative. Elderly people face reduction in income and remember when the church had it rough financially. They want to protect the church and their children from those "hard times."

What often happens is that the younger generation who face the future and their peak in earning power are denied a "venture in faith." This is no call for recklessness, but neither can we wait until we have all the answers before we build. Building programs require faith and cannot be completely figured out by mathematical formulas.

Facilities are important. However, we must continually guard against the substitution of constructing buildings for doing the work of witnessing, praying, winning, and conserving the fruits of evangelism. It is easier to get men to participate in a building project than to become involved in the true ministry of the church (visitation, soul winning, teaching, prayer). Church facilities are not an end in themselves and do not provide growth. They are a valuable tool since buildings provide shelter, places for worship, evangelism, and fellowship. Houses of worship are made by hands dedicated to God. There is no other way. God gives us the strength and wisdom to build in ways that enable the church to grow.

For Further Discussion

1. Which should come first—staff or buildings? Why?
2. Who should decide what groups should use which facilities?
3. Why should the church have an office with basic equipment?
4. What department or classes most often have inadequate space for growth? What group needs space the most in your church?
5. What is your greatest need in regard to facilities: a new location? buildings? equipment? redecorating?
6. What is the optimum size of the congregation as established in the planning of your church?
7. The questionnaire *Facilities for Growth* will guide in evaluating your facilities. A discussion of the recommendations of the committee will highlight the needs of your church.
8. Why should every church have a master plan developed to guide in the expanding of facilities?

Suggested Reading

Focus: Building for Christian Education, Mildred C. Widber and Scott T. Ritenour. Philadelphia: United Church Press, 1969.

Bearing Witness to the Truth. Papers given by architects, pastors, builders at the 1968 Quadrennial Conference on Church Building and Architecture. Very helpful material which considers the many aspects of building for growth and the various ministries of the church. Available from the Division of Church Extension of the Department of Home Missions, Church of the Nazarene, 6401 The Paseo, Kansas City, Mo. 64131.

The Sunday School Superintendent, Bennett Dudney. Kansas City: Beacon Hill Press of Kansas City, 1966. Chapter IV, "The Building and Its Equipment."

Better Buildings for Nazarene Sunday Schools. Free brochure on request from the Department of Church Schools.

This Before Architecture, Edward S. Frey. Valley Forge, Pa.: The Religious Publishing Co., 1948. Six outstanding addresses by the director of the Commission on Church Architecture, Lutheran Church in America. They are centered around concepts that need to be formulated before engaging an architect.

The Local Church Looks to the Future, Lyle E. Schaller. Nashville: Abingdon Press, 1968. Chapter V, "Should We Build?"

Planning for Protestantism in Urban America, Lyle E. Schaller. Nashville: Abingdon Press, 1965. Chapter V, "Church Planning Principles."

Then came the disciples to Jesus apart, and said, Why could not we cast him out? And Jesus said unto them, Because of your unbelief: for verily I say unto you, If ye have faith as a grain of mustard seed, ye shall say unto this mountain, Remove hence to yonder place; and it shall remove; and nothing shall be impossible unto you. Howbeit this kind goeth not out but by prayer and fasting. • *And when he was come into the house, the blind men came to him: and Jesus saith unto them, Believe ye that I am able to do this? They said unto him, Yea, Lord. Then touched he their eyes, saying,*

ACCORDING TO YOUR FAITH

be it unto you. • *Even so faith, if it hath not works, is dead, being alone. Yea, a man may say, Thou hast faith, and I have works: shew me thy faith without thy works, and I will shew thee my faith by my works. . . . Verily I say unto you, If ye have faith, and doubt not, ye shall not only do this which is done to the fig tree, but also if ye shall say unto this mountain, Be thou removed, and be thou cast into the sea; it shall be done. And all things, whatsoever ye shall ask in prayer, believing, ye shall receive.* • *If any of you lack wisdom, let him ask of God, that giveth to all men liberally, and upbraideth not; and it shall be given him. But let him ask in faith, nothing wavering. For he that wavereth is like a wave of the sea driven with the wind and tossed.*

Matt. 17:19-21; 9:28-29; Jas. 2:17-18; Matt. 21:21-22; Jas. 1:5-6.

6

GROWTH CAN BE A REALITY

Growth can happen!
God wants it to happen! NOW! Right where you are!
With His help we present ourselves as instruments through whom growth will happen.

WE MUST WANT THE CHURCH TO GROW

Growth can happen when we believe that it will. It does not happen until this belief is present. The growth of a church is dependent upon persons of faith and desire through whom God can work. It does not come through doubting, pessimistic faultfinding, excuse making, down-in-the-mouth "Christians." Why should it? God's way is a victorious, happy life of joy and service.

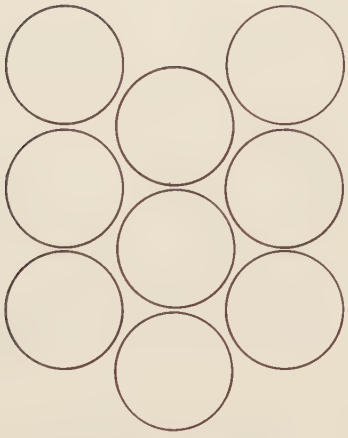
No church is in such a bad location, has such poor facilities, or has such a poor pastor and staff of volunteer workers that growth is impossible.

WE MUST BELIEVE THE CHURCH CAN GROW

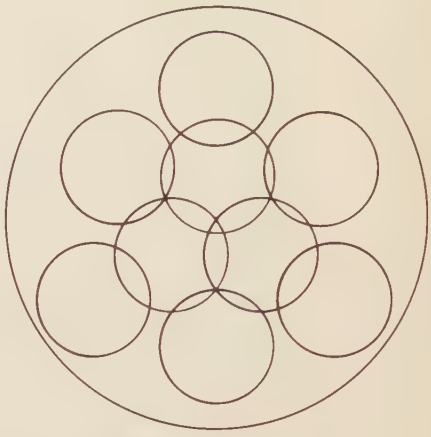
Growth will happen when the people share a common vision of the objectives of the church. If each member of the decision-making groups has a different concept of the objectives of the church and how they are to be accomplished, then progress will be limited. A fragmented vision results in a diffusion of effort and energy.

When the concepts begin to merge and a unity develops, the church can grow. A primary reason for having boards and councils is to gain from each member his concept of God's will for the church and to see it merge into an overall purpose and mission. Each person has a contribution to share because of his devotion and experience. The greater

the degree of unity and agreement on the objectives and methods by the decision-makers, who are also doers, then the greater the growth of the church.



Nine individual viewpoints



Merging viewpoints
Interlocking strength and unity

> Growth takes place when people begin to think. It takes *people, money,* and *thought* for a church to grow. The easiest of the three to secure is money. The next easiest is people; and the hardest of the three is thought.

SPIRIT-FILLED PEOPLE A NECESSITY

The need for Spirit-filled people is basic but the need for these people to prayerfully think about the needs and to plan for the growth of the church is also urgent. The church must have people who will subject themselves to the discipline of sharing their concepts, become vulnerable to the opinion of others, and prayerfully seek the guidance of the Holy Spirit. You have been involved in thinking. There are no "pat" answers. The most difficult part lies ahead: working out priorities, methods, accepting change, and then following through.

THE NEED FOR SPIRIT-FILLED PEOPLE TO THINK

If you have been studying this book in a group, you will hear the recommendations of various study sections. At least you have made mental and written notes of ideas and changes needed. How can the ideas be implemented and the changes made that will be helpful to the church? How

will you and other members of the decision-making groups react to the ideas, recommendations, and suggestions? The results will be according to your faith in God, yourselves, and each other. It is God's church and we are not trying to talk Him into wanting it to grow!

A POSSIBILITY OR IMPOSSIBILITY THINKER?

Dr. Robert H. Schuller, pastor of the Community Church in Garden Grove, Calif., says that people divide themselves into two groups: possibility thinkers and impossibility thinkers. Church boards are made up of these two groups. How would you rate your group of decision makers? How would you rate yourself? The following test will help you to determine if you are a possibility thinker.

1. Do I look for reasons why something can't be done instead of searching for ways in which it *can* be done?
2. Do I ever make decisions out of fear?
3. Do I tend to resist new ideas and prefer to do things the way I've always done them?
4. Do I move ahead only when I have every single fact?
5. Do I have a tendency to demand a guarantee of success before I begin?
6. Do I imagine the opposition I will encounter without imagining the support I might expect?
7. Do I ever turn down an idea simply because I don't like it or because my mind is already made up or because I've made other plans?
8. Do I ever close my mind to a suggestion before hearing the full explanation?
9. Do I point out the disadvantages in an idea before I point out the advantages?
10. Do I ever make negative decisions because I am tired and it's easier?
11. If I can't imagine a solution to a problem am I inclined to turn away from it?
12. Do I believe that human nature can't really be altered; that a man's life can't be changed?[1]

[1]Robert H. Schuller, *Move Ahead with Possibility Thinking* (Garden City, N.Y.: Doubleday and Company, Inc., 1967), pp. 23-24. Rev. Robert H. Schuller of the Reformed Church of America founded the Garden Grove church with two families and $500 provided by his denomination. In 15 years the church has grown to a membership of over 2,000.

A preponderance of affirmative answers to the above questions indicates a tendency to be an impossibility thinker. It does not take many impossibility thinkers to scuttle any plans for growth, change, or progress. A leading giver can remark, "I don't believe it will work." Immediately people begin to agree.

MAINTAIN AN ATMOSPHERE OF FREEDOM OF EXPRESSION

In the discussion of recommendations for changes and new programs, a spirit of freedom and trust must prevail. Some boards set aside a time for sharing ideas during which the accepted rule is that no one is permitted to criticize any suggestion made. This freedom of expression provides an opportunity to think aloud and "hitchhike" on the ideas of others. As a result of this creative interchange, ideas, plans, vision, and concern emerge.

ESTABLISH GENERAL GOALS

Each local church needs to think through its mission in its community and establish some general goals. This is necessary before specific goals and programs can be developed. Developing program and specific goals without knowledge of general goals is like trying to hit a target without aiming.

The following general goals which were established by one church will give an idea of the value of this type of planning.[2]

1. To give unceasing attention to the necessary ingredients for strengthening and maintaining vital spiritual life within the church—"the beloved community"—and to manifest this life in spiritual warmth in our "weekly celebrations" (worship services), and by consistent concern in our daily lives.
2. To provide an *adequate staff, adequate financial base,* and *adequate facilities,* to make possible the achieving of our specific goals by an aggressive and concerned ministry to every age-group—*children, youth,* and *adults.*
3. To pursue a positive and aggressive program of outreach into the community, which will result in significant annual increases in Sunday school enrollment and in average attendance.

[2]Established by the First Church of the Nazarene, Long Beach, Calif.

4. To pursue an "all-means" emphasis in evangelism into the community and metropolitan area, which will result, each year, in a significant number of persons received into church membership on profession of faith.
5. To see, with our Lord, the whitened harvest fields of the world, so that each year our giving to world evangelism and missions is a very significant percentage, as related to local operating budget.

GENERAL GOALS MUST REFLECT CONCERNS OF THE CONGREGATION

General goals for each local church will be similar. However, they need to be thought through and reflect the commitment of the local congregation and their concept of God's will for the church. The goals may and probably should be reviewed each year, with changes being made when desired. The areas that are most often included in some way in general goals are:

1. Consistent Christian living and growth in grace
2. The place of worship in our lives
3. Definition of community to be served
4. Ministries to all ages
5. Attitude toward missions (home and world)
6. Emphasis upon outreach and evangelism
7. Commitment to providing staff, finance, and facilities for growth

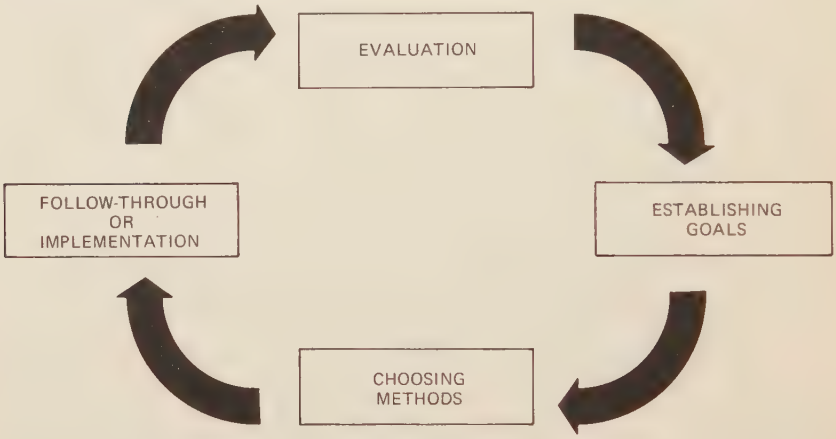
When general goals are worked out by all members of the board, it is easier to establish program (methods) to accomplish these goals. Program becomes a channel enabling the church to accomplish what it has decided to do. Teaching, preaching, evangelizing, supporting missions—these build the kingdom of God!

ESTABLISH SPECIFIC GOALS

The achieving of general goals usually results from establishing supportive specific goals in the four areas of study: Evangelistic Outreach, Administrative Procedures, Program, and Facilities. This study has been divided into these four areas in order to bring forth the creative power of more people in evaluating the local situation and developing methods and follow-through.

This division also enables people to serve in areas where they have special skills. Some specific items you have studied in the preceding chapters could have been placed in two or more areas. For instance, "staff" could have been placed under "Administrative Procedures" but instead it was placed under "Evangelistic Outreach." The placement was made according to the section where cause-and-effect was the most pronounced. The need of staff is for evangelism. How you work with staff would come under administrative procedures.

You have been involved in the evaluation stage of a "planning cycle." The following chart can be used as a guide in all your planning groups.



Let's say you have been through the evaluation process and general goals for your church have been established. Now it is time to move ahead and establish specific goals. Let's establish them in the four areas of study!

EVANGELISTIC OUTREACH
ADMINISTRATIVE PROCEDURES
PROGRAM
FACILITIES

Under each of these divisions you will need to establish specific goals. The attainment of these will enable the church to reach the general goals. Specific goals vary in length of time necessary for accomplishment. The supporting evaluative instruments suggest four: (1) immediate—up to 12 months, (2) short-range—one to two years, (3) medium-range—three to five years, (4) long-range—over five years.

WORKING OUT PLANS FOR GROWTH

DEVELOP GENERAL GOALS FOR YOUR CHURCH

Your church should go through the "Planning for Church Growth Study," using the suggested study sections. From this the total study group will want to write a set of general goals. These will reflect your concept of the mission of the church in your community. We assume that the set of general goals will be basically the same as those in this chapter.

Below is a summary of the findings of one congregation from the use of the evaluative questionnaires.

Evangelistic Outreach

Church is 20 years old.
It has 103 members (three more than 10 years ago).
Sunday school enrollment is 115.
Average attendance is 85.
No Cradle Roll or Home Department ministry.
No Bible study groups meeting in homes.
Some effort has been made to train people to win souls but no follow-through to help those trained to gain experience.
The pastoral leadership has changed frequently—average tenure is 18 months.
Membership of the church is mostly adults over 40.
Pastor's salary is $70.00 a week.
Annual giving for all purposes is $11,000.
Church is located in town of 25,000 population.
A church is being started in a nearby town of 20,000.

Administrative Procedures

The board is made up of adults most of whom are over 50 years of age.
Board meetings are spasmodic, usually called to give approval to expenditure of funds or program.
There are some husband-and-wife teams on the board and some members who have served since the church was organized.

Board functions primarily as a board of directors; they do not feel any responsibility for implementing the program.

The total church membership is not kept informed of church board decisions which affect the congregation.

Program

Sunday school is departmentalized as follows:

Nursery:	Children:	Youth—Adult
Birth—3 years	Ages 4-11	12 and older

Youth groups on Sunday evening include ages 13-25.

There is no weekday activity for youth or Caravan program for children.

There are children who are Christians but no attempt has been made to prepare them for membership in the church or to get them to join.

There are only spasmodic attempts to have a visitation program or workers' meetings.

There is no youth missionary chapter.

Facilities

The church is proud of its building.

It is neat, clean, and reflects the pride of the people.

There is a small room for crib babies but no water or adjacent rest-room facilities.

The 2-3-year-old children are in with the birth-to-24-months group.

The kindergarten, primary, and junior children meet together for an opening service in Sunday school in an auditorium in the basement.

The junior high, senior high, and adults meet in the sanctuary and then the junior high and senior highs go to the basement for classes.

There is lack of storage space and places for pupils and workers to hang their coats.

SPECIFIC GOALS SUPPORT GENERAL GOALS

With this limited set of facts let us see how some specific goals could be established. The list is not complete but will give an idea of how specific goals are instrumental in reaching the general goals. The specific goals in italics are related to the general goal of increasing enrollment and attendance in Sunday school.

EVANGELISTIC OUTREACH

	Immediate (up to 12 mos.)	*Short-Range (1 to 2 years)*	*Medium-Range (3 to 5 years)*	*Long-Range (over 5 years)*
Reception of 15 members by profession of faith	X	X		
Have a stewardship training program	X			
Work toward having a full-time pastor		X	To be studied and reported on later in light of findings	
Increase of 25 in Sunday school enrollment	X	X		
Increase of 15 in average attendance	X	X		
Start a Cradle Roll	X			
Start a Home Department	X			
Survey of community, three miles radius of church	X			
Planting a church in a nearby town			X	

ADMINISTRATIVE PROCEDURES

	Immediate	*Short-Range*	*Medium-Range*	*Long-Range*
Consider plans by which some younger adults would be elected to church board.	X	X		
Have board meetings regularly with a planned agenda and all department heads reporting.	X		To be studied and reported on later in the year	
Consider optimum size for church.	X			
As church grows, give consideration to rotation plan of board members.		X		
Consider wider representation on the board by avoiding husband-and-wife teams.		X		
Encourage full and free discussions in board meetings.	X			

PROGRAM

	Immediate	*Short-Range*	*Medium-Range*	*Long-Range*
Create a department for kindergarten children. Purchase "Listen and Sing!" records and record player. Train workers and let children go to their room at beginning of Sunday school hour.	X			
Create children's department (primary and junior).	X			
Create Primary Department.		X	To be studied and reported on later during the year. Especially the need of coordinating activities with thought of organizing a children's council.	
Create Junior Department.		X		
Create Youth Department.	X			
Create a class for two-three-year-olds.	X			
Reorganize Adult Department from two classes to three. Have a class for young adults, 18-34, those 35-55, and those over 55.		X		
Organize a Caravan, dependent upon training of workers, budget, etc.		X		
Have a membership class for children.	X			
Begin training program for teachers and prospective teachers.	X	X		
Provide groups for teens separate from young adults on Sunday evening.	X			
Plan weekday activities for teens.	X			
Organize a teen missionary chapter.	X			

FACILITIES

	Immediate	*Short-Range*	*Medium-Range*	*Long-Range*
Divide large auditorium in basement to provide space for children's and youth departments.	X			
Provide storage space for workers.	X		To be studied and decided at subsequent meetings	
Put hot and cold running water in crib room.	X			
Provide room for two-three-year-olds.	X			
Consider the needs of additional space to provide for departments that coincide with pupil materials. Develop a master plan before beginning building.		X		

Additional or alternate specific goals could be established to enable a church to reach chosen general goals. The specific goals could vary from church to church even though they had the same general goals. Some specific goals (e.g., teacher training) are checked in two time sequences since they are both immediate- and short-range goals. Notice also the time sequence and goals in the organization of the children's department (primary and junior), which is an immediate goal, and the organization of a Primary Department and a Junior Department, which are short-range goals.

MORE STUDY NEEDED TO ESTABLISH MEDIUM- AND LONG-RANGE GOALS

Medium- and long-range goals have not been established. More data needs to be secured. However, care should be taken that short-range goals do not conflict with long-range specific goals. The longer-range goals should be developed as quickly as possible although all methods may not be decided upon.

ESTABLISH METHODS

Your next step is to establish methods for accomplishing your

INVOLVE WORKERS IN PLANNING METHODS

specific goals. Rather than going through each section we will just look at one item in "Evangelistic Outreach," namely, an increase of 25 in Sunday school enrollment. Many times a specific goal such as this will be supported by others. For example, an increase in Sunday school enrollment would be supported by starting a Cradle Roll. The method would be planned by the Sunday school leaders. The person to follow through would be the Sunday school superintendent.

INFORM PEOPLE OF THE NEED

The method developed could be to have a meeting of young marrieds to discuss the need of reaching others, to study ways for improving nursery facilities, and to share information concerning the work of the Cradle Roll. The agenda for the meeting could include:

(1) Showing the filmstrip ". . . Of Such Is the Kingdom"
(2) Having a Cradle Roll director from a nearby church share her experiences
(3) Inspecting the facilities for small babies

PRAY FOR AND TRAIN LEADERS

If there seems to be no one available for Cradle Roll director, then have the group pray specifically about this problem and give serious thought to such a ministry. Follow through by having a parents' night where they work to improve physical facilities for the nursery class of two-three-year-olds and the crib room. Let everyone know that the church is praying for God to lay the ministry upon someone's heart. Give a possible worker the book *The Ministry of the Cradle Roll,* by Betty Bowes. When a worker is secured, set a day when the entire church is alerted to the new ministry. Follow through by giving recognition to the workers and highlighting successes and needs along with those of other ministries.

The ongoing work of evaluation, planning goals, choosing methods, and deciding on follow-through are not carried on separately. They overlap. You are continually evaluating, changing methods when necessary, and adjusting goals as earlier ones are met and new challenges are presented.

What are the needs in the church you attend? To organize your church board into committees? To go to multiple sessions? To build? To develop a master plan? You know better

than anyone else. God can help your church move ahead into a greater growth pattern as you think, pray, and act together.

DON'T TRY EVERYTHING BUT DO SOMETHING

There is a danger of trying to do too many things at once and finishing none. Tackle a few projects, see them through, and tell the entire church! Establish a success pattern. Goals for growth, improvement of pupil ministries, better administrative procedures, and facilities are all important. The tragedy is that, since we cannot do everything, we are often content to go along in the same pattern of mere survival, being content with the present situation. Let's follow through the cycle and complete some projects.

CHRIST BRINGS UNREST AS WELL AS PEACE

God brings peace to the soul when sins are forgiven and the heart is purified by faith. He also brings unrest, dissatisfaction, and conviction to the Christian. When you become a Christian you begin to see things which were never apparent before or which then made no difference. You see people bound by sin; you see hatred, prejudice, and hypocrisy. You begin to see anew what God can do in and through a concerned person. And you are never happy in Christ until you are being used by the Holy Spirit to help set others free from sin, bring them into His Church, and help them become involved in the thrilling assignment of setting men free.

CHURCH GROWS BY FAITH AND WORKS

God's Church can grow—according to your faith, which precedes and includes your works. God's Church shall prevail. The gates of Hades shall not prevail against it. It is God's good pleasure to give His people the Kingdom.

What other organization has such a message of healing,
forgiveness,
restoration,
cleansing?

has such a fellowship of understanding,
of prayer,
of concern?

has such a mission as reconciling
men to God,
to each other,
and to themselves?

The words of Frances Ridley Havergal express our desire to respond to Christ and be used of Him.

Who is on the Lord's side?
Who will serve the King?
Who will be His helpers
Other lives to bring?
Who will leave the world's side?
Who will face the foe?
Who is on the Lord's side?
Who for Him will go?
By Thy call of mercy,
By Thy grace divine,
We are on the Lord's side;
Saviour, we are Thine.

Jesus, Thou hast bought us,
Not with gold or gem,
But with Thine own lifeblood,
For Thy diadem.
With Thy blessing filling
Each who comes to Thee,
Thou hast made us willing,
Thou hast made us free.
By Thy great redemption,
By Thy grace divine,
We are on the Lord's side;
Saviour, we are Thine.

Fierce may be the conflict,
Strong may be the foe;
But the King's own army
None can overthrow.
Round His standard ranging,
Vict'ry is secure;
For His truth unchanging
Makes the triumph sure.
Joyfully enlisting,
By Thy grace divine,
We are on the Lord's side;
Saviour, we are Thine.

Chosen to be soldiers
In an alien land;
Chosen, called, and faithful,
For our Captain's band;
In the service royal
Let us not grow cold.
Let us be right loyal,
Noble, true, and bold.
Master, Thou wilt keep us,
By Thy grace divine,
Always on the Lord's side;
Saviour, always Thine. Amen.

For Discussion

1. What do you consider to be the greatest obstacle to church growth in the church you attend?
2. Why are general goals necessary in planning?
3. What is the difference between general goals and specific goals?
4. What are the four steps in the planning cycle? What is the function of each?
5. What bothers you most about the operation of the church you attend?
6. What are the general goals of the church you attend? If you have none, prepare some for discussion.

For Further Reading

Move Ahead with Possibility Thinking, Robert H. Schuller. Garden City, N.Y.: Doubleday and Company, Inc., 1967.

Leadership for Church Education, Kenneth O. Gangel. Chicago: Moody Press, 1970. Part IV, "Roles and Responsibilities of Church Leaders." Part V, "The Leader Working with People."

The Bible. Especially the printed sections preceding each chapter in this book. Also Matt. 17:20; Mark 9:23; 10:27; Luke 1:37; 18:27; Heb. 6:11.

The Company of the Committed, Elton Trueblood. New York: Harper and Row, 1961. Consider studying this as a church board or in the entire study group (NYPS, NWMS, or church school board).

Notes

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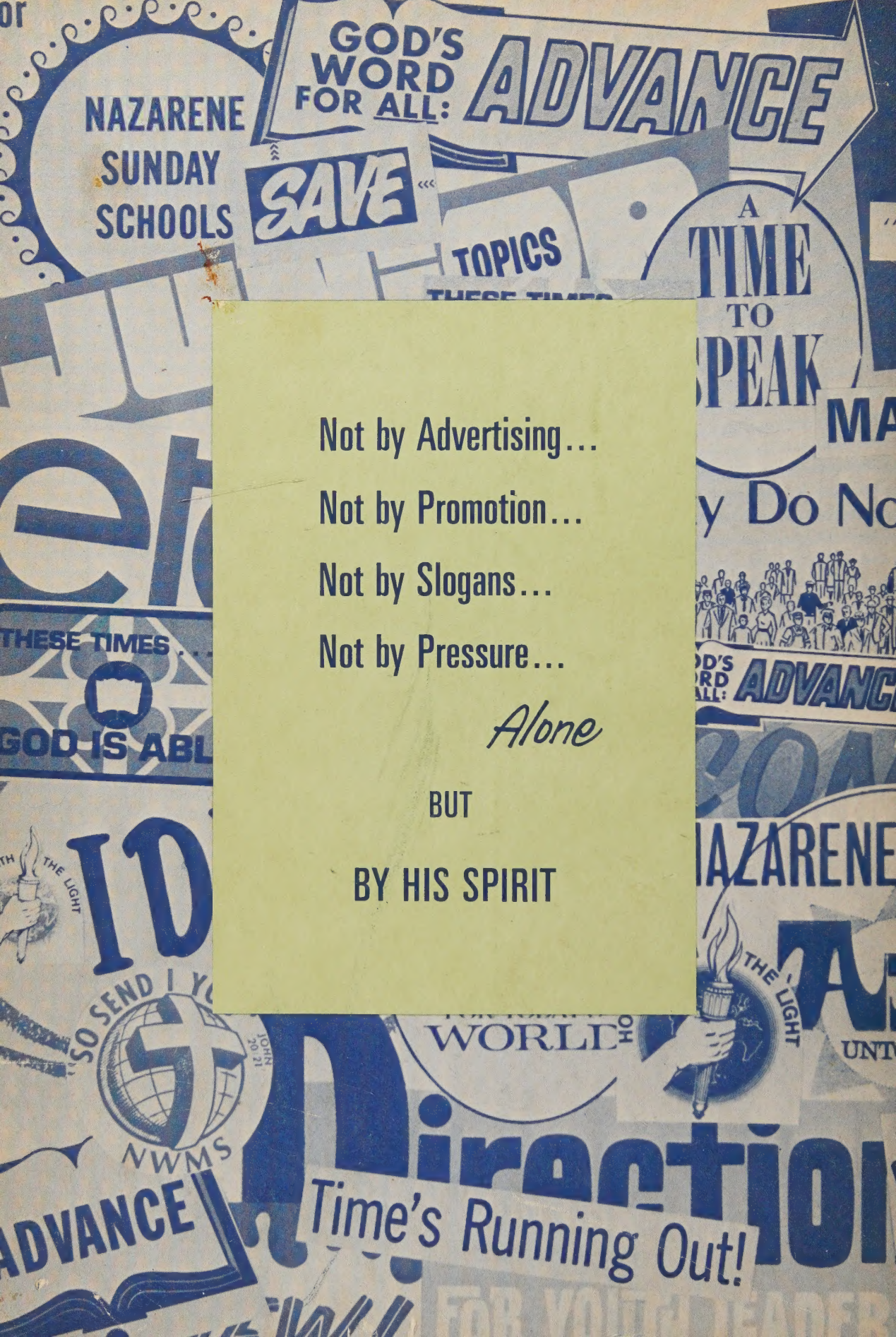

Not by Advertising...

Not by Promotion...

Not by Slogans...

Not by Pressure...

Alone

BUT

BY HIS SPIRIT