

**ELCA Church Council  
Churchwide Organization Design Update  
January 14, 2011**

**Staffing and Personnel**

As of January 14, 2011 the staff whose positions were eliminated in the redesign of the churchwide organization will be removed from our payroll. This completes a three-month employment agreement following the October 11, 2010 notification.

Included in the positions eliminated were several unit executive director positions. Stan Olson, former executive for Vocation and Education, has been called to serve as president of Wartburg Seminary. He began his new call January 3, 2011. Rebecca Larson, former executive of Church in Society, has been called to serve the ACT Alliance as deputy general secretary, effective March 1, 2011. ACT is an alliance of 105 churches and church-related organizations that work together in humanitarian assistance and development.

Cindy Halverson, former president of the ELCA Foundation and executive director of Development Services, and Kristi Bangert, former executive director of Communication Services, also are completing their work with the churchwide organization.

These leaders have made significant contributions to this church through their work in the churchwide organization. A reception to honor their work and wish them godspeed was held on Wednesday, January 12, 2011.

Several key positions remain to be filled in the new Mission Advancement unit. Minor adjustments have been made in our administrative support positions as we assess capacity and align staff resources.

**Transition Progress**

We are moving from the Neutral Zone to New Beginnings as described in William Bridges' classic *Transitions*. On Tuesday, December 14, executive directors of the six units in our new structure and their direct reports gathered for a day-long retreat at the Marriott O'Hare. This off-site retreat had several key objectives:

- Introduce staff to each other in their new roles;
- Clarify expectations for leading together in the new organization;
- Identify how unit goals are aligned with the two churchwide strategic priorities;
- Begin accountability and support for long-term organizational success; and
- Lay a framework for how the units will work together.

A follow-up gathering is planned for February 17, 2011. Major agenda items include developing organizational goals, addressing a leadership covenant, and reviewing transition progress to date.

Five transition teams are at work on assigned tasks using the Five Star Organizational Model (Kates and Galbraith). These teams are addressing strategy/goals, governance/leadership tables, process/capacity, accountability/measurements, and personnel/leadership development in the new design.

**Reduced Capacity**

We are continuing to assess our capacity for ministry as a smaller churchwide organization. Research and Evaluation and Human Resources are working with units to identify more specifically what we will do differently and what will no longer be done in the new design. Also, the process/capacity team in the Five Star Model will give special attention to how we gauge our ability to deliver quality services and manage with reasonable workloads. We expect to have a

report for the April 2011 Church Council meeting. Unit executive directors are in conversation with key partners about these matters.

### **Ongoing Planning and Budget Considerations**

We are having conversations with the Conference of Bishops regarding criteria for future budget decisions. The new design called for a collaborative effort to align grant and program funding with available resources. This is especially linked to the level of mission support shared with synods. The Synodical-Churchwide Committee of the conference has been assigned the role of working on these matters. During the Bishops' Academy this past week, the committee met and brought draft proposals to the conference for further consideration at its March meeting. We will share a report at the April 2011 meeting of the Church Council.

### **Office Space and Floor Plan**

Work is underway with Studio3 Design, Inc., the consultants who worked on the last reconfiguration of our office space, to redesign our current floor plans to accommodate the new units. Our intent is to move staff as quickly as possible into a new configuration that reflects the new structure and supports the desired culture while keeping costs at a minimum and making available additional space for leasing to tenants.

### **Communications**

Information about the new design is available at [Office of the Presiding Bishop, Plan for Mission](#). Unit executive directors and staff continue to have conversations with partners about the implications of the new design on our shared ministry. The Administrative Team has issued three Transition Updates to churchwide staff since early December 2010. Last week Human Resources shared information regarding rewriting job descriptions and our new salary plan. The Administrative Team will begin posting summaries of its meetings on the Intranet for staff.