

INTERNATIONAL PENTECOSTAL HOLINESS CHURCH

CONCLUDING REPORT

I was commissioned to study and make recommendations by the Council of Bishops concerning the Structure and Finances of the IPHC. This report is the result of one year of observations of the ECOB, the COB and dozens of individual Pastors and congregational members. I have been privileged to attend a Global Assembly, numerous COB meetings, monthly ECOB meetings, Regional Meetings of COB members and innumerable individual meetings with Pastors and congregants. These are the summary Observations and Recommendations I suggest for your consideration:

General Observations:

1- The most compelling truth about the International Pentecostal Holiness Church is your "Holiness." You are first and foremost a movement of people committed to Christian Holiness. The personal integrity of individual members is the heart of what you offer to the world.

2- What began as an "organic" response to the "Azusa Street Revival" has inevitably become a bureaucratic system that requires management of its resources. This report seeks to suggest ways to return to an "organic" system that requires leadership more than management.

3- The "centerpiece" of leadership in the IPHC is designed to reside in the Council of Bishops. I find that group to be acting as independent Conferences each doing "what is right in its own eyes." The Executive Council of Bishops occupy the role of Managers with very little authority other than "Positional Leadership." To correct this difficult organizational style, any real change must begin with the COB behaving as Leaders.

4- The root cause of this system begins with the IPHC leadership selection process. At its Quadrennial Meetings, delegates vote for people they do not know well to lead in directions that are also unknown. I suggest that the IPHC adopt a system

of “prequalifying” candidates for election. There should be a “nominating group” that accumulates data concerning anyone who wishes to allow his/her name to be “run” for elected office. They should supply experience as well as plans for what they will lead in the next 4 years. Delegates to the Quadrennial should receive this information prior to voting to allow time for prayer and consideration. You must focus the delegates on electing the best “leaders” to produce the most effective organization. I suggest that the General Officials be elected by voters who are informed and prayerful. The ECOB would then appoint the staff to work at the denominational headquarters. The COB would be elected by informed voters from each district. These elected leaders would then appoint staff to accomplish the denomination’s stated Vision of ARISE 2033.

I would suggest that Conference Superintendents and their appointed staffs could be full-time or part-time. If they serve as Pastors or Staff in local churches, they should retain their church salaries but the Denominational salaries should be reduced significantly which would give the Conference more money to invest in the accomplishment of ARISE 2033.

5- Your present system gives leadership to individuals but lacks substantive accountability by the denomination for results. To correct this problem, I suggest a “Directional Team.” They are responsible to ensure the denomination focuses on the Vision: “Arise 2033.” Our history has examples of success and victories with visions but *this* vision must be accomplished.

The IPHC Directional Team could be described as a group accurately representing the 1,700 local congregations of the IPHC. I recommend that these members should be comprised of 8 Conference Superintendents, 4 ECOB members, 4 Pastors and 4 Lay Leaders, all of whom have proven Leadership experience.

The Directional Team will ensure the denomination accomplishes its God-given mandate of ARISE 2033. The entire organization should be built around (1) Vision, (2) Goals, (3) Strategies and (4) Accountability. The Vision is Arise 2033. The Goals are listed in the Vision. Strategies should be taught regularly throughout each Conference. Accountability is the final responsibility of the Directional Team. Each month’s results would be reported to the Conference Superintendent who reports them to the IPHC Headquarters. These results are published in a quarterly communication to all 1,700 IPHC churches. This is genuine accountability requiring progress be made in each church.

Final responsibility for results should reside in each of the 1,700 local IPHC churches who report to their local Conference. Each church will set goals, strategies and results each year. They partner with the Conference Superintendent functioning as their coach. Those goals and results will be published quarterly and distributed throughout the denomination.

Summary:

The purpose of the Directional Team is to focus all 1,700 IPHC churches on ARISE 2033. This will refocus the Denomination on Kingdom results rather than simply aspiring to a position. The purpose of the ECOB is to locate and spread the stories of success throughout the denomination. The purpose of the Conference is to organize each church with goals and strategies. The purpose of the local church is to glorify God by reaching new disciples and discipling them to be effective in reaching the goals of ARISE 2033.

The IPHC headquarters should be the administrative depository and agent for distribution of all data received from Conferences concerning the results of 1,700 local churches.

To understand this structure visually, I suggest this simple paradigm:

Vision = Directional Team works with ECOB to clarify and disperse the Vision.

Goals = Conference Superintendents working with Conference Pastors will set individual church goals that lead to the accomplishment of ARISE 2033.

Strategies = Conference Bishops work with Consultants, Coaches and Peers to teach strategies that work.

Accountability = 1,700 local churches reporting results to each Conference. Each Conference reports results monthly to the National Offices who report to the Directional Team. The Directional Team is responsible to publish the results from each local church quarterly. Those results will be published in a national publication distributed to all IPHC churches. I strongly suggest that COB, ECOB and Directional Team members search for success stories and report strategies that can help every IPHC church.

The IPHC will face four major challenges if you wish to accomplish ARISE 2033:

- 1- We must refocus all the attention and resources of the denomination on the growth and health of the local church. This must be done by every level of leadership in the IPHC.
- 2- We must choose leaders prepared by God who are equal to the leadership challenges. This begins with a new leadership selection process followed by extensive leadership development.
- 3- We must return to our roots of caring for the “poor, the widows and the orphans.”
- 4- We must commit to be the best stewards of God’s finances.

I recommend 4 Major Commitments be made throughout the denomination:

COMMITMENT 1

“Commit to the Local Church as our First Priority.”

The local church congregation should be the sole priority of this denomination. We draw all leadership, structure and finances from these churches; therefore, they must be our primary focus between now and 2033. The Directional Team of the IPHC, the ECOB and the COB exist only to serve the 1,700 local churches as they implement Arise 2033. There is no greater calling or position within the IPHC than to lead in a local congregation.

COMMITMENT 2

“Commit to Leadership Development.”

In order to double the number of IPHC churches, we must provide Leaders (Staff and volunteers) for those churches. In the typical IPHC church there should be a Pastor, Worship Leader, Connections Leader, Children’s Leader and Student Leader. They will be a combination of volunteers, part-time and full-time employees. While we may vary the names of those positions, they are the typical areas of leadership I recommend. I would add one position to every IPHC staff which would be called Senior (Experienced) Adult Leader. By the year 2035, the number of Seniors in the USA will outnumber the population of all Elementary, Middle and High School students in the US combined (Leith Anderson). We have the opportunity to lead the Church in America in this crucial area of Senior Adult ministry if we begin now.

Sheer numbers would require us to produce 10,200 leaders for our 1,700 churches. Our Institutions of higher learning cannot possibly produce that many new church leaders; therefore, Conferences and local churches must become aggressive sponsors of “Schools of Ministry” to qualify leaders of God’s ARISE 2033 vision.

From the 2033 Vision must come Conference Leaders and I suggest that the ECOB working with the COB provide training for those who may be called to serve as Conference Superintendents. Conference Superintendents would be elected by the churches of that Conference. The staff in each Conference would be appointed by the Conference Superintendent and approved by the Conference churches.

Commitment 3

"Commit To Good Works"

The book of James declares that "Faith without works is dead." I find the Benevolence Ministry of the IPHC to be one of our greatest opportunities. We have a good example in our Children's Home in Falcon, NC. We should commit to create "greater works than these."

For example:

Shelters for the Homeless

Feeding Programs for the Hungry

Battered Women's Shelters

Addiction Therapy

All of these would be examples of where we can make a positive difference in a needy world.

I would recommend that leadership of these 4 Commitments come from the ECOB.

Commitment 4

"Commit to Financial Health"

Bureaucracies never have enough money but movements always "find a way." My original mandate was to focus on Structure and Finances. The previous Commitments deal with Structure. The final Commitment deals with the Finances of the IPHC.

As a Consultant, I recommend a combination of Reducing Expenses and Increasing Income.

Reducing Expenses:

1-I suggest that Conference Superintendents and Conference Staff should be allowed to remain as paid Staff in their local church. This would save money if we do not pay Conference Superintendents and Staff full-time salaries.

2-I suggest that Oklahoma City-based staff should be given the option to live wherever they choose in less expensive markets. They could meet monthly in-

person or electronically to conduct monthly business for at least 4 days per month .

3- I recommend that all staff salaries be charged to the budget of each Department to discourage "over-staffing" and encourage efficiency within each Department. Each department should also live within their allotted budget unless given written "permission" by the Finance Team.

4- I recommend that a study be conducted to determine the cost-efficiency of remaining in their present facilities vs. relocating with an emphasis on administration to support the ministries of the local 1,700 churches.

Increase Revenue:

I believe that 80% of our financial efforts should be invested in increasing income, not cutting expenses. We have excellent opportunities if we are open to revising our thinking.

Here are some examples:

1- Conduct a nationwide Capitol Funds Campaign in our 1,700 local churches to finance ARISE 2033.

(a) Invite Major Donors in our 1,700 local churches to give generously through three-year commitments to Arise 2033.

(b) Invite additional Donors to participate by committing to give \$20.33 monthly for 3 years to ARISE 2033.

(c) Give "one-time" donors the opportunity to give annually to an "Arise 2033" Sunday in all 1,700 Churches. This will allow all donors to participate.

2- Require each Higher Learning Institution become financially self-sustaining and income- producing within a 2-3 year period.

3-Require that each Benevolent Ministry become financially self-sustaining and income-producing within a 2-3 year period.

4- Require that all IPHC related institutions become contributors to the IPHC within a 2-3 year period.

I believe that God began this movement whose name is the International Pentecostal Holiness Church. I also believe that He is now offering the opportunity to give the denomination a "new birth" of effectiveness.

These four Commitments...

1-Commit to the Local Church

2-Commit to Leadership Development

3-Commit to Caring

4-Commit to Financial Health

will ensure your efforts will lead to God-honoring results. God willing...the IPHC will be the "people after God's own heart."

Respectfully submitted,

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Consultant