

# Leadership Structure Task Force Report

1/16/2013

## Task

The LSTF was created at The Crossing's Leadership Retreat last Spring, and given the task of "creating a recommendation to the community about the leadership structure at The Crossing by the end of the year." The LSTF is not, itself, a decision-making body; rather, it was the belief of those who attended the leadership retreat that any broad restructuring of our community's leadership requires consensus from the entire community.

It is our hope that the following recommendation will provide sustainable, authentic, and bottom-up leadership which both empowers The Crossing to live into its vision statement, while also, itself, serving as a witness to our community's values.

### **The Crossing Mission Statement**

We are The Crossing... a community of sisters and brothers seeking to walk in the life-changing, world-changing Way of Jesus, sharing the love, hope, beauty & justice of God in the city of Boston.

Everyone is welcome to join as we gather for worship, where we discover and fall in love with God; for community, where we grow in love for each other & ourselves; and for action, where we share God's love with our neighbors & the world.

We are committed to each other's transformation into full embodiments of Christ in the world. Welcome to the journey.

It is worth noting that this document is concerned primarily with the volunteer leadership of our community; the specific duties of staff members, as well as the terms of their employment, is contained within their job descriptions which are appended to the end of this report as a reference.

Finally, it is our understanding that if this recommendation is adopted, it will serve as a living document, subject to review, change, and expansion on regular basis as the needs of our community change. It would be preferable for the first such review to be conducted in June or July of this year.

## Commitments

The LSTF considered it vitally important that The Crossing's leadership structure reflect and embody the community's ideological and theological commitments. We gleaned these from a variety of sources, including the notes from the Leadership Retreat, one-on-one interviews with community members, and an open space reflection during worship.

The following commitments were used as a lens through which we examined possible leadership structures. We believe that:

- membership at The Crossing is porous. As a radically welcoming community seeking to walk in the way of Jesus, we reject any litmus test that attempts to define who is “in” and who is “out” of the beloved community.
- authority at The Crossing arises from the prayerful heart of the community itself, in collaboration with the Holy Spirit.
- one of the primary purposes of the church is to empower, equip, and encourage the ministerial gifts of everyone in the community.
- practicing radical welcome means that we not only welcome “the other” into our community, but are transformed by “the other” and eagerly share all levels of leadership.
- our current structure has served us well in many ways, and it is important to keep the elements that work while also addressing the changing needs of our community.
- clear and open communication is vital to the health of our community.
- clear lines of accountability are vital to the health of our community.
- the highest decision-making body in our community should consist of volunteer members of our community, and it is preferable that these leaders be elected.
- we are committed to relationships of mutual love, support, and transformation with our Cathedral and Diocese.

## **Current Structure (2010-2012)**

Currently, The Crossing leadership consists of three circles (Worship, Mission, and Community), each of which is led by two co-conveners, one staff and one volunteer. These six co-conveners, themselves, make up a fourth body that holds decision-making power for the community.

Much about our current system is unclear, including the process by which co-conveners are chosen, the structural/fiscal relationship between The Crossing and the Cathedral, and the actual powers and responsibilities of the co-conveners. Further, the Community Circle is not currently meeting.

## **Structure Recommendations**

The LSTF recommends the following changes:

- that in lieu of the Co-conveners, a Council of five elected leaders be formed to lead the community and be its highest decision-making body.
- that we move to two-circle model in which the Community Circle's areas of oversight are split among the Worship Circle, the Mission Circle, and the Council.
- that in addition to their current responsibilities, the Worship Circle take leadership over greeters and hospitality, and the Mission Circle take leadership over newcomers,

small groups, and post-worship activities.

- that both the Worship Circle and the Mission Circle have a permanent staff person to ensure continuity of leadership. (It is believed that continuity of leadership will strengthen stability within the Circles.)
- that The Crossing continue to not maintain an official membership list. Unfortunately, this makes elections difficult, because the first question in any election is usually “who gets to vote?”
- that, therefore, in order to strike a balance between anyone being allowed to vote (even those who have never before attended The Crossing or who haven't attended The Crossing in years) and only The Crossing's leadership being allowed to vote, the Council will consist of three general members who have been elected by general election and two members who are elected by the two leadership circles.

## Comprehensive Structure Overview

This document summarizes the leadership structure at The Crossing. It is intended to be a living document, updated as the needs of our community change. Further changes to our basic governing structure require the consensus of our entire community.

### The Council

#### Responsibilities

The Council is the highest decision-making body of The Crossing, holding the community's vision and wider community concerns. Specifically, the Council has the following areas of responsibility (it is important to note that it is not, necessarily, the responsibility of the Council to handle these items directly, but rather to make sure that they are being handled):

- Create and implement an annual budget, in cooperation with the Cathedral Finance Committee.
- Oversee fundraising (grant-writing, pledges, partnerships).
- Give oversight and accountability to all other circles, committees, and teams, including creating new groups as necessary.
- Ensure that our community is formed in Christian discipleship (ideally in collaboration with the Spiritual Formation Team).
- Ensure that our community receives the pastoral care it needs (ideally in collaboration with the Priest and the Pastoral Listeners).
- Maintain our relationships with the Cathedral and Diocese, including (but not limited to) ensuring that The Crossing provides a representative to the Cathedral Chapter.
- Make hiring and firing recommendations to the Cathedral Dean and Chapter.
- Make other staffing and structural recommendations to the Cathedral Dean and Chapter.
- All other matters pertaining to the continued wellbeing of the The Crossing, with the exception of this document (i.e. how our leadership is selected and structured),

which requires a general meeting of the community.

### **Composition**

The Council consists of seven members, two of whom are staff and five of whom are elected from The Crossing membership. (Votes will be counted by Instant Runoff method.)

Specifically, the council will have:

- Two general members, elected by general election, both in-person at The Crossing annual meeting and by email. Any attendee of The Crossing is welcome to vote in this election.
- A Treasurer, also elected by general election.
- A Worship Representative, elected or chosen by consensus of the Worship Circle.
- A Mission Representative, elected or chosen by consensus of the Mission Circle.
- Two permanent staff members (currently the Priest and the Minister for Liturgical Arts).

The council will select one of its members to serve as liaison to the cathedral and diocese. Staff and non-staff members of the council will cultivate working relationships of mutual accountability.

Members of the Council will be elected for staggered, two-year terms, with elections every twelve months, so that only half of the council is turned over in any given year.

### **Meetings**

The Council meets at least once a month. Any other member of the community is welcome to attend and observe these meetings, and meeting minutes are published on The Crossing website so that anyone can view them. Meeting roles, including facilitator, notekeeper, and timekeeper, will be filled on a rotating basis.

In keeping with The Crossing's values, the Council will endeavor to make decisions by consensus. In circumstances in which a vote is necessary, votes will be cast by the five non-staff members of the Council. Staff members will exempt themselves from decisions pertaining to their own employment, such as setting salaries, and all members will exempt themselves from decisions in which they have a conflict of interest, such as the hiring of a family member.

### **Worship Circle**

#### **Responsibilities**

The Worship Circle takes responsibility for the liturgical life of The Crossing, especially our weekly Thursday night worship. Specifically, the Worship Circle:

- ensures that our worship forms us, as individuals and as a community, into the likeness of Jesus and witnesses to the divine reality we encounter in his life and witness.
- recruits and trains volunteers to reflect on the gospel.
- recruits and trains volunteers to lead our community in spiritual practices during

worship.

- recruits and trains greeters, set-up volunteers, and clean-up volunteers.
- creates engaging Open Space activities.
- selects music and coaches our musicians.
- provide hospitality after worship.
- handles all other worship-related work.

### **Composition**

The Worship Circle is convened by the Minister for Liturgical Arts and a volunteer co-convener. Any member of the community who is interested in committing to leadership in worship is invited to join at any point during the year, and the Worship Circle will actively recruit at least twice a year through email, Facebook, announcements at worship, and personal asks.

### **Meetings**

Worship Circle meets at least once a month, and reports monthly to the Council. All are welcome to attend.

## **Mission Circle**

### **Responsibilities**

The Mission Circle takes responsibility for evangelism, i.e. our relationship with the wider church, city, and beyond. Specifically, the Mission Circle:

- leads our social justice, advocacy, and activism work.
- builds relationships with other communities, congregations, and organizations, both religious and secular.
- organizes our post-worship events, including both social and educational activities.
- oversees our small group ministry.
- welcomes newcomers into our community by hosting regular newcomer brunches and taking newcomers out for one-on-one meetings.

### **Composition**

The Mission Circle is convened by the Priest and Lead Organizer and a volunteer co-convener. Any member of the community who is interested in committing to leadership in mission is invited to join at any point during the year, and the Mission Circle will actively recruit at least twice a year through email, Facebook, announcements at worship, and personal asks.

### **Meetings**

Mission Circle meets at least once a month, and reports monthly to the Council. All are welcome to attend.

# Appendix – Staff Job Descriptions

## Priest and Lead Organizer (half-time)

### Responsibilities

#### General:

- Prayer
  - Pray for members of congregation in personal prayer and in meetings with members
  - Nurture private prayer life (you cannot nurture others' spiritual relationships if you do not have one)
- Leadership Development
  - Gather and nurture Co-Conveners (facilitate or arrange facilitation for meetings, initiate scheduling of meetings, manage generation of agenda, host or arrange host for meetings)
  - Recruit leaders for Worship, Community and Action circles
  - Arrange trainings for Crossing leaders, as needed
  - Recruit and supervise interns from area seminaries and intern programs (inc. Life Together), procure training as a field education supervisor, manage relationship with area schools/seminaries/intern programs
- Fundraising
  - Present case for funding to Diocesan and Cathedral committees in spring, meet with Diocesan and Cathedral leaders to ensure support for The Crossing
  - Assist on planning stewardship, solicit donations from and nurture relationship with Friends of The Crossing, solicit donations from and nurture relationship with Partners of The Crossing

#### Worship:

- Worship Leadership
  - Lead exuberant worship, “read” and respond to energy at worship
  - Craft and offer Eucharistic prayer and blessing
  - Assist with song selection, especially re: inclusive language, “the groove,” and accessible yet traditional songs
  - Assist with set-up and clean-up, being certain all items are in place, lighting levels are appropriate, nametags and worship sheets are in place, signage is in front of church and in entryway; also help to ensure all items return to their place and that sanctuary is clean before departing church for night
- Hospitality
  - Offer radically welcoming presence, noticing people on margins of community
  - Manage crises in worship hospitality
- Post-worship

- Lead organization of post-worship offerings (help to identify topics/programs, recruit leaders)
- Help to herd people for post-worship gatherings

### **Community:**

- General Community
  - Do 1:1s with newcomers or other community members
  - Manage community energy, noticing when general drops or spikes in energy/mood
  - Help to keep people connected in healthy ways, including doing interventions when personal or interpersonal crises emerge
- Small Groups
  - Manage small groups (gather ideas for groups, discern and present ideas to Community Circle, recruit and train facilitators, manage and encourage community sign-ups)
- Community Circle
  - Co-convene Community Circle with volunteer leader(s), initiate scheduling of meetings, secure space + facilitator + meeting hospitality
  - Provide general support on ministries with Newcomers, Belonging, Greeting, Spiritual Formation (meet with teams when necessary, offer strategic support to leaders)
- Pastoral Care & Spiritual Formation
  - Serve as first-call for community's pastoral care and spiritual direction
  - Nurture and train Pastoral Listeners
  - Nurture and train Spiritual Formation team
  - Assist with planning retreats

### **Mission:**

- Advocacy
  - Provide strong, priestly presence at action- and mission-related events: Waltham House, Occupy Boston, Transgender Day of Remembrance, Queer Youth and Allies Retreat, Pride Parade
- Support Action Team
  - Advise on relation w/ other circles, engagement with entire Crossing community, and ties to Crossing mission
  - Help with discernment process to determine community concerns, passions and gifts
  - Help to identify and organize members for evangelism opportunities in surrounding area
- "Groovement"
  - Help organize Crossing teams to lead teachings, trainings, Worship Learning parties (local and national)

## **Minister of Liturgical Arts (half-time)**

### **Responsibilities**

The Minister for Liturgical Arts serves as the coordinator of the worship life of congregation. He also plays an essential role in tending the whole life of the congregation, paying attention to internal relationships, external partnerships, and the general spiritual health and growth of community.

### **Worship:**

- Convene semi-monthly ministry leadership circle
- Coach and equip leaders responsible for preaching, spiritual practice and worship design
- Collaborate with Music Ministry Team Leader
- Supervise Intern (weekly)
- Provide dynamic and welcoming presence at worship
- Preach regularly (likely once every 4-6 weeks)
- Direct budget management for ministry area

### **Other responsibilities:**

- Collaborate with other staff and volunteers and take part in other community gatherings
- Do 1:1s with newcomers and members of The Crossing community, with emphasis on people interested in creativity, liturgy or justice
- Serve as a liturgical and theological resource to other communities two or three times per year through the Partners of the Crossing program.
- Manage community website and coordinate social media presence.
- Support the Priest and Lead Organizer (and trained members of the community) in providing pastoral care to the congregation.
- Participate in (and occasionally facilitate) meetings of the co-conveners.

## **Minister for Mission (three-quarter time)**

The Minister will facilitate the various “sending” ministries issuing from The Crossing, and grow the congregation’s relationships with the wider church, city and beyond. These ministries include:

### **Outreach and Evangelism**

- Establish connections with new communities including artists, young adults, families with children, downtown working people and LGBT people
- Use internet and other media to build relationships and communicate The Crossing’s story

### **Partnerships**

- Craft and nurture partnerships with ministries, congregations and organizations that share The Crossing’s values and interests, particularly 1) radical welcome, 2) liturgical renewal, 3) LGBT youth and allies, and 4) transgender inclusion
- Build and maintain circle of Partners of The Crossing, organizations that invest in The Crossing and, in turn, receive resources and support from The Crossing’s leaders
- Nurture and grow the circle of Friends of The Crossing, individuals who support The Crossing financially and share the community’s values
- Organize Crossing members who are capable of teaching sessions in radical welcome, transgender inclusion, LGBT youth ally work and liturgical renewal

### **Advocacy and Action:**

- Partner with Action Team and conduct 1:1 meetings with Crossing members and partners to discern issues of greatest importance to Crossing community
- Continue to facilitate justice work around key issues where we have resources and ability to make a real impact (usually, homelessness, LGBT issues, youth work).
- Engage wider Crossing community in direct action.

## **Music Director**

The Crossing, a progressive, emergent, worshiping community in downtown Boston, draws from a variety of musical genres, including pop, gospel, jazz, chant, and traditional hymnody, and places a high emphasis on congregational singing and involving musicians from the community as much as possible.

### **Responsibilities:**

- Lead music at our weekly, Thursday night worship.
- Arrange music for our band and lead music rehearsals.
- Attend one liturgy planning meetings per month
- Facilitate full participation in our worship music by the entire gathered congregation.

### **Requirements:**

- Facility with one or more accompaniment instruments, especially piano or guitar.
- Ability to read sheet music.
- Ability to improvise, play by ear, and transpose on the fly.
- Familiarity with one or more traditions of Christian worship.

### **Leadership Structure Task Force Members:**

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