

Springfield Lake Community Church: Congregational Conflict and Blind-Sided Leadership in an Ecclesiastical Organization¹

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Teaching notes for this case can be found at CBFA.org.

ABSTRACT: While often ignored by contemporary studies in management, ecclesiastical bodies (i.e., churches) as organizations share many of the same challenges faced by secular corporations. “Springfield Lake Community Church” traces the experience of the church’s pastor and leadership team in seeking to establish a new system of governance and explores themes of leadership, conflict, change, and structure from an organizational behavior perspective.

An Invitation

“1 o’clock in the morning!” Pastor Tim Nicholson locked the doors of Springfield Lake Community Church and made his way wearily to his car. “These things get longer and more frustrating every time.”

As he opened the car door and slid behind the wheel, his teeth clenched involuntarily as he thought about the church to which he had devoted the last 13 years of his life.² “Calm down,” he said to himself. “You’re just frustrated.”

Tim’s cheeks flushed as he thought back to the marathon meeting of the Board of Deacons³ he had just left. A seemingly perfect candidate had been found to fill the church’s vacant youth pastor position, but the Deacon Board had put the brakes on the hiring process — apparently another body, the Board of Management,⁴ had to approve the salary expenditure for the position. *It wouldn’t be so bad*, Tim thought, *except it’s going to be at least another two months before the Board of Management meets. By that time, our guy is bound to have found another job at some other church that has its act together.*

Tim grimaced as he took a drink of cold coffee from his mug and guided the car out of the church parking lot. *I guess history repeats itself*, he thought. This wasn’t the first time the convoluted workings of the church governance

structure had caused him headaches and left him feeling drained of any leadership authority.

As he turned onto the deserted highway and headed for home, his mind wandered back to all of the work he had put into making the church function more efficiently. More than two years prior, Tim had been so fed up with the way the organization operated that he had struck a task force with a daunting goal — to develop a new church constitution that would entirely revamp the church’s governance structure, eliminating counterproductive boards and allowing for decisions (like the one the Deacons had debated tonight) to be made in a timely and efficient manner. He felt that they had been extraordinarily successful in their efforts. The revised document with proposed by-laws had been presented to the church almost two weeks prior and was due to be voted upon in three days’ time by the membership.

A rueful smile creased Tim’s tired face as he signaled and pulled into the driveway of his home. In his mind he could see it all coming together. *Things will be better soon*, he thought.

Springfield Lake Community Church

Located in Springfield Lake, Nova Scotia (a bedroom community north west of Halifax), the church

was formed in 1972 by the amalgamation of three local United Baptist⁵ churches which believed that God had called them to do great work for him by establishing a leading church in Atlantic Canada. Springfield Lake's stated mission was "to honor God by leading people to become fully devoted followers of Jesus Christ," and its membership viewed the church as partners with God in making an eternal difference in the lives of the people of their community.

To guide the fulfillment of their mission, the members created a set of core values they considered to be the priorities and practices that represented "who we are" and "how we seek to operate as a *Christ-centered community of faith*."

Exhibit 1: Springfield Lake Community Church Core Values

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|-----------------------------|---------------------------|
| • People | • Authentic relationships |
| • Cultural relevance | • Gift-based ministry |
| • Transformational teaching | • Godly leadership |
| • Excellence | • Mission |
| • Community | • Pleasing God |

In addition to its core values, Springfield Lake also adopted a ministry approach designed to (a) help new and mature Christians grow in their faith and (b) assist individuals who were searching out faith ("seekers") to feel less overwhelmed or intimidated. To this end, the church developed an "Approach to Ministry" — essentially a set of activities that would shape the accomplishment of its mission.

Exhibit 2: Springfield Lake Community Church Approach to Ministry

- A clear purpose
- Inspirational worship
- Life-related preaching
- Life development processes
- Seeker sensitive processes
- Innovative programs
- Relationship opportunities through small groups
- Every member functions as a minister
- Pleasing God

In its original incarnation, Springfield Lake Community Church consisted of 245 members and operated on a budget of \$67,000, which supported a staff of one full-time pastor, a part-time secretary, and a part-

time custodian. The church constitution and bylaws were enacted to provide guidance for the operation of the new entity, and over the intervening years they remained virtually unchanged with the exception of one amendment that created the Board of Management in 1985. While the Board of Management existed to conduct the business of the church between general meetings of the membership, it did not take on any responsibilities assigned to other boards or committees.

In 1991 Timothy Nicholson, a youth pastor from St. John's, Newfoundland, felt that God was leading him to Springfield Lake Community Church to serve its membership as a senior pastor. "Pastor Tim" (as he would become known) was passionate about his faith and seemingly possessed a knack for inspiring people to action. The church experienced a period of rapid growth as the congregation became swept up in Tim's vision for what Springfield Lake Community Church could become.

By 2004, the church had grown to more than 500 members, and an annual budget of approximately \$750,000 supported a staff of twelve: senior pastor, pastor of adult ministries, pastor of youth ministries, pastor of small groups and community connections, executive assistant, part-time receptionist, part-time directors in Worship Ministries (2), part-time directors in Children's Ministries (2), part-time bookkeeper, and part-time custodian.

Separate from paid staff responsibilities, functions of the church were assigned to six different boards and a number of committees.⁶ These groups were charged with the joint goals of a) overseeing the church's direction and b) ensuring that the church operated smoothly and efficiently. As the church developed, committees were added and eliminated in accordance with the organization's growing needs; however, no formal documentation of these changes was ever developed. These boards and committees were defined as follows:

The Board of Management

The Board of Management shall provide leadership and direction in the administrative, planning, financial and organizational areas of the church; assist and direct in the implementation of special projects and perform any other duties which are established by the by-laws; have executive power to act on behalf of the body on matters arising between business meetings, except that they shall not purchase or dispose of real estate or other major assets or enter into major expansion programs or appoint full-time staff.

The Board of Management shall consist of the moderator (who shall be chairman), the clerk (who shall be secretary), the treasurer, the chairman of the Board of Deacons, the chairman of the Board of Trustees, the chairman of the Board of Christian Education, the chairman of the Board of Finance, the chairman of the Board of Missions, the senior pastor, and one elected member.

The Board of Deacons

The Board of Deacons shall consist of a minimum of eight and a maximum of twelve who shall serve a term of one year to maximum of six consecutive years. No deacon may hold office for more than six consecutive years and must be off the board for one year before reappointment.

The general duties of the deacons shall be as follows: Assist and co-operate with the pastor in the spiritual supervision of the church; assist the pastor at the Lord's table; and approve all candidates for water baptism and admission to church membership. Specific duties of the deacons shall be set forth by the pastor and agreed upon by the Board of Deacons.

The Board of Trustees

The Board of Trustees shall consist of minimum of three and a maximum of nine members in accordance with the Constitution of the Atlantic Baptist Convention and shall have the authority contained in the Convention Charter of the Province of New Brunswick. They shall serve a term of one year renewable to maximum of six consecutive years without retiring for one year before reappointment.

The Board of Finance

The Board of Finance shall consist of seven members named by the church (four of whom shall be the treasurer, financial secretary, financial secretary of the Board of Missions, and assistant treasurer). They shall draft a budget before the Annual Business Meeting to be presented to the church for approval.

The Board of Christian Education

The Board of Christian Education shall consist of the chairman; designated staff; Sunday School superintendent(s); and committee coordinators of the Girls' Work, Boys' Work, Junior Church,

nursery, youth representative. It shall be the duty of the board to study, plan, promote, and strive to improve all phases of the Christian Educational Program in the church, including Sunday School, Mission Band, Youth Work, leadership training, and such other educational activities as maybe organized from time to time. All appointments to the teaching staff within Sunday School shall require the approval of the board.

The Board of Missions

The Board of Missions shall consist of the chair and not less than three additional members. It shall be the duty of the board to study, plan, and budget for the missions agencies and services to be supported by the church.

The Ordinance Committee

The Ordinance Committee shall consist of eight members and shall be responsible for preparing the elements for communion and to assist candidates for baptismal services.

The Flower and Cheer Committee⁷

The Flower and Cheer Committee shall consist of four members with their responsibilities being to send flowers and cards to the sick of the church family and memorial tributes for deceased of the church family, such as Bibles or other appropriate memorials.

The Nominating Committee

The Nominating Committee shall serve for one year with their duties being to nominate a slate of officers and a Nominating Committee for the coming year. It shall consist of the senior pastor and five members.

The Social Committee

The Social Committee shall consist of five members elected for one year. They shall be in charge of social functions.

The Youth Activities Committee⁸

The Youth Activities Committee shall consist of representatives from junior high, senior high and College & Career, plus the minister of youth as chairman and two church members approved by the Board of Christian Education. Their duties shall be to oversee, promote, and evaluate the youth program.

The Nursery Committee

The Nursery Committee shall consist of four to six members. Their responsibilities shall be to provide adequate nursery supervision for church services.

A New Century – New Challenges

As Springfield Lake Community Church began to make its way in the 21st Century, it became apparent that success brought its own set of challenges. One group that experienced particular difficulty was the Nominating Committee, which had become overwhelmed with the task of finding people to volunteer their time to fill vacant positions within the church. Committee members felt that other groups were neglecting their own tasks and responsibilities and passing them on to the Nominating Committee, making an already difficult task more complex. Some members felt confused about their role on the committee and lived in fear of overstepping procedural boundaries. The result was unfilled positions and growing feelings of frustration and resentment among members of the committee and other congregants.

Growing Church — Growing Frustration

One Sunday after the morning worship service, Stacey Kenny and her friend Janice Thomson (both of whom served on the Nominating Committee) paused at the doorway of the church library. Stacey gritted her teeth in frustration as she glanced across the mess before her. For more than six months, the library had been left in shambles. Stacks of dusty, un-cataloged books were piled on tables and the floor. There was no suggestion of order.

“I can’t believe they dumped the responsibility to find a new librarian on us!” she said. “The library doesn’t technically fall under the Nominating Committee; it’s not our responsibility! And even if we do find a candidate, *you know* that someone is going to complain over the selection. If they want someone else, let them go do the searching! Besides, under whose jurisdiction does the library fall anyway? How *did we* get stuck with this job?”

Stacey was not alone in her frustration; members of other church boards had felt the restricting power of the organization’s structure. Deacon Steve Brown found himself becoming increasingly irritated by what he felt were an endless series of hoops that had to be jumped through in order to get anything accomplished. Much of his annoyance stemmed from the fact that he and the other deacons had to make decisions on mundane issues that had little or

nothing to do with caring for the spiritual well-being of the church’s members. At one board meeting, his frustration spilled over as he lashed out at the other deacons. “Why do we have to approve the color of the chairs? You’ve got to be kidding me,” he said. “You’re asking me to approve chair colors? We’re supposed to offer spiritual guidance and be shepherds of the church, not be home decorators! Come on, this is ridiculous! I have better places to spend my time than this.”

The Task Force

In his office late one afternoon in the fall of 2002, Pastor Tim had just finished a terse meeting with Stacey Kenny regarding her continued frustration with the lack of clarity concerning the responsibilities associated with her volunteer position. *I’m getting tired of dealing with these complaints*, he thought. *God, I know what you want to do for this church — to make it one of the leading churches in North America. I just have convince the membership that this vision can and will become a reality.*

Tim believed strongly in his vision for the church and felt that the first step in achieving it had to involve a radical revision of the existing bylaws and organizational structure. In the weeks that followed, he assembled a task force to work with him, explaining that this ad hoc group existed to address the many complaints being raised by board and committee members. Tim had sought out team members who were both active in the business community and spiritually grounded respecting their faith. His next step was to contract an external consultant on church growth strategy — Dr. Byron Davis of Spring Forth Ministries of Abilene, Texas — who provided an assessment of Springfield Lake’s current situation and a series of recommendations. Davis’ analysis revealed that the church could be grouped within the top 10% of churches in North America with respect to growth, and within the top 1% of churches in the CABC using the same criteria.

After completing its research, the task force concluded that the current bylaws were outdated and no longer effective. They moved forward by holding a number of focus groups, interviewing members, and administering a survey. With stated goals of accommodating growth and providing better support to the church and its staff, the group drafted and redrafted a series of proposed revisions to the constitution (Exhibit 3) and prepared a revised organizational structure (Appendix B). During the process, Tim provided regular updates to the congregation

Exhibit 3: Comparison of Existing Versus Proposed By-Laws (2004)

Existing Bylaws	Proposed Bylaws
<ul style="list-style-type: none"> • No statement of faith • Board of Management • No qualifications for board members • Board of Management is appointed • No provision for removal of board members • Membership detail — very limited • No requirement to give notice of Board of Management meetings • Deacons nominated by deacons • Committee job descriptions — general and brief 	<ul style="list-style-type: none"> • Statement of faith • Board of Elders • Qualifications for elder board members • Board of Elders is elected by church members • Provisions for removal of board members • Qualifications of members — commitment to church covenant • Detailed notice required • Deacons nominated by elders • Committees have more detailed job descriptions

via announcements from the pulpit and notes in the Sunday morning bulletins, consistently seeking to reiterate his vision that Springfield Lake Community Church could become one of the leading churches in North America. The process even included guest speakers and a “vision night” where all members of the church were invited to a meal and a discussion of plans for the future.

One of the most significant changes recommended by the task force was the replacement of the Board of Management with a Board of Elders¹⁰ (Exhibit 4). On the basis of their research, the group had concluded that the Board of Management served to complicate the efficient operation of the church, especially given that all other boards — such as Deacons, Christian Education, Missions, etc. — had to seek approval from the board for all expenditures. For example, while the Board of Deacons was responsible for church staffing, policy required that approval for salary expenditures be sought from the

Board of Management before a formal job offer could be presented to a potential employee, thus slowing down decision-making given that the Board of Management only convened once a month.

Presenting the Results

On September 17, 2004, the church membership was called together for a special business meeting in the church sanctuary to vote on the revised constitution. The task force had finished its work a few weeks earlier and was confident that the recommended changes would be overwhelmingly accepted by the congregants.

At 8 p.m. sharp, Pastor Tim made his way to the pulpit to offer a prayer for the evening’s meeting. *This is the big moment!* he thought to himself. *We’ll finally be able to achieve our goal of reaching as many people for Christ as possible!*

The broad grin on Tim’s face displayed his feelings to everyone. “September 17, 2004, will be an unforgettable day! The presentation and adoption of these new bylaws will prove to be a historic moment in this church! Tonight’s meeting will be a necessary step in allowing this church to realize its vision of becoming one of North America’s leading churches.” He bowed his head and prayed for the meeting.

After the prayer, the moderator — Max Lutes — called the meeting to order. The task force presented its findings and outlined recommended changes to the constitution — changes that would, in their minds, enable the church to grow to 1000 members within the next ten years. As the presentation continued, however, Tim was

Purpose of the Board of Elders (Constitution Article VIII (8.01) – Appendix 2)

The board shall be the spiritual guardians of the church and be responsible for the spiritual development of the church, according to the teachings of Scripture, the Statement of Faith, Church Covenant and the By-laws. The board shall be responsible for assuring the management of the activities of the church on behalf of the members. All members of the board shall meet the qualifications for elders.

surprised to hear murmuring from the audience and to see determined frowns on several faces.

As the presentation concluded, Max stated that the floor was now open for comments and questions and suggested that perhaps those who were in favor of the proposed bylaws could start. Tammy Jensen, a 29-year-old teacher, strode to the microphone. "I'm excited to see this church making a bold move with regards to our future," she said. "I am happy to see growth and opportunity for newcomers!"

Stacey Kenny followed. "Not only am I excited about taking a proactive step toward growth, I am ecstatic about these changes! I see the results as being empowerment and freedom throughout the daily operations of the church."

After a few more statements, Max invited comment from those who had concerns with the proposed changes. It was obvious to everyone that Hank Jones, a 70-year-old founding member of the church, was not pleased. "Over thirty years ago, I worked with a number of godly men and women to lay the foundation of this church, and I want it to go on record that I believe what was good enough for us then is good enough for us now! These changes are unnecessary and pointless."

Forty-five-year-old Cheryl Steeves stepped to the microphone and expressed her dissatisfaction. "I don't believe that these changes are appropriate. How is this new format Biblical? This church was built on a traditional structure in which all decisions were made by volunteers — our members. Now you're proposing that the members relinquish control of the day-to-day decision-making and give that responsibility to the paid staff. Since when did our church become a business?"

As the evening wore on, the bantering intensified and tensions grew as individuals on each side of the issue spoke about their feelings. Many felt that the proposed Board of Elders would hold too much power and that the checks and balances enshrined in the existing organizational structure would be destroyed. Others believed that the changes would allow the church to grow and place responsibility and authority in the hands of those actually involved in the daily operation of the church. Several speakers became emotional as they spoke, with some going so far as to interrupt other members mid-sentence, suggesting that they were pushing individual agendas and not considering the welfare of the church.

"I am speaking!" shouted Steve Brown after being interrupted three times. "I have as much of a right to an

opinion as you do! You make it sound like I'm an idiot! Is that what you're saying to me?" Suddenly seemingly innocent comments were being interpreted as attacks on individual character. Members began to shift uncomfortably in their seats.

The room fell suddenly quiet as a loud rapping noise was heard from the back. Alveda Cravett, a 90-year-old widow who had been a member of the church for as long as anyone could remember, was beating her cane rhythmically on the back of the pew in front her. With effort she pulled herself up and slowly made her way to the front of the sanctuary. Taking the microphone from the speaker, she said in a high, thin voice, "All this ranting and raging... This is nonsense! All of you are adults! You should be ashamed of yourselves, acting like a bunch of quarrelling children! I thought that we were brothers and sisters in Christ. I thought we were supposed to build each other up, not tear each other down!"

Steve Brown broke the ensuing silence. "Mr. Moderator, I call for the question." Max nodded and instructed the membership to line up at the ballot box to cast their votes on the new constitution. For the next thirty minutes, members waited anxiously for the results until Max and the church auditors returned.

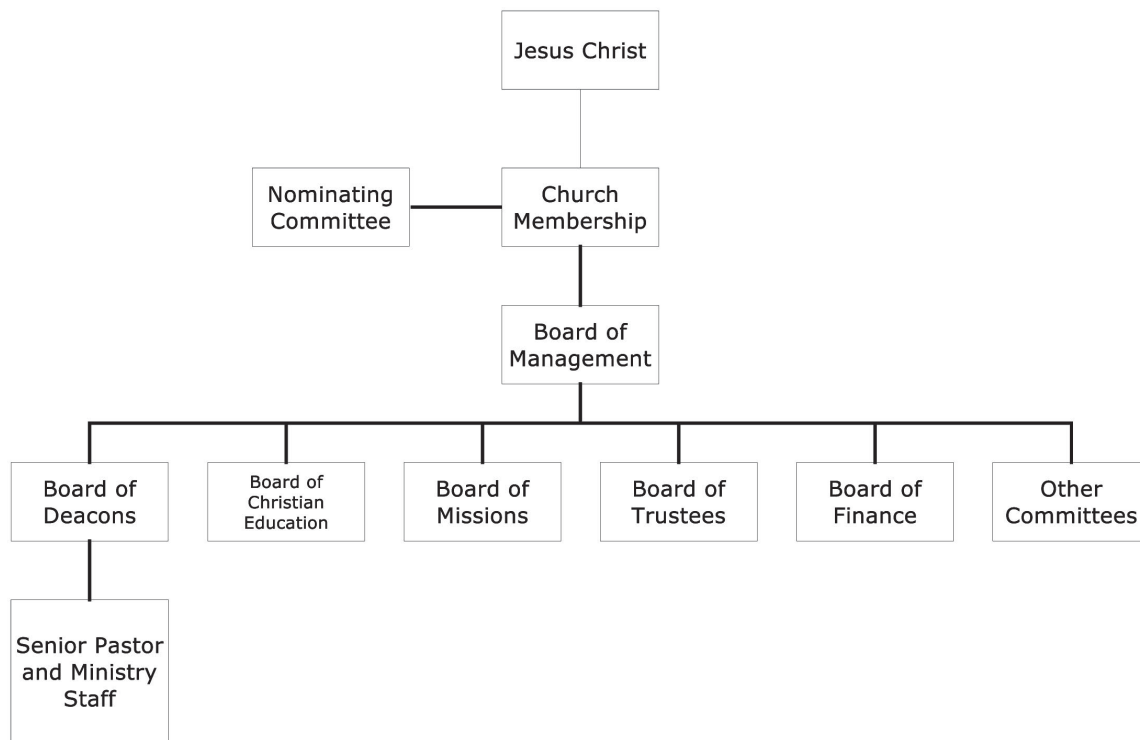
With downcast eyes and slumped shoulders, Max took the microphone and called the meeting to order. "The results of the vote did not reach the two thirds majority required to pass the resolution. Therefore, Springfield Lake Community Church has voted down the newly proposed bylaws."

Pastor Tim rose and quickly closed the meeting with a prayer of dismissal. He then gathered the members of the task force together, sensing a strong feeling of failure among the group. He thoughtfully stood and listened to the team members exchange their comments. He simply could not believe what had happened. Doubt loomed. *Am I really doing God's work?* he thought. *Is this really his will? Is my work here useless?*

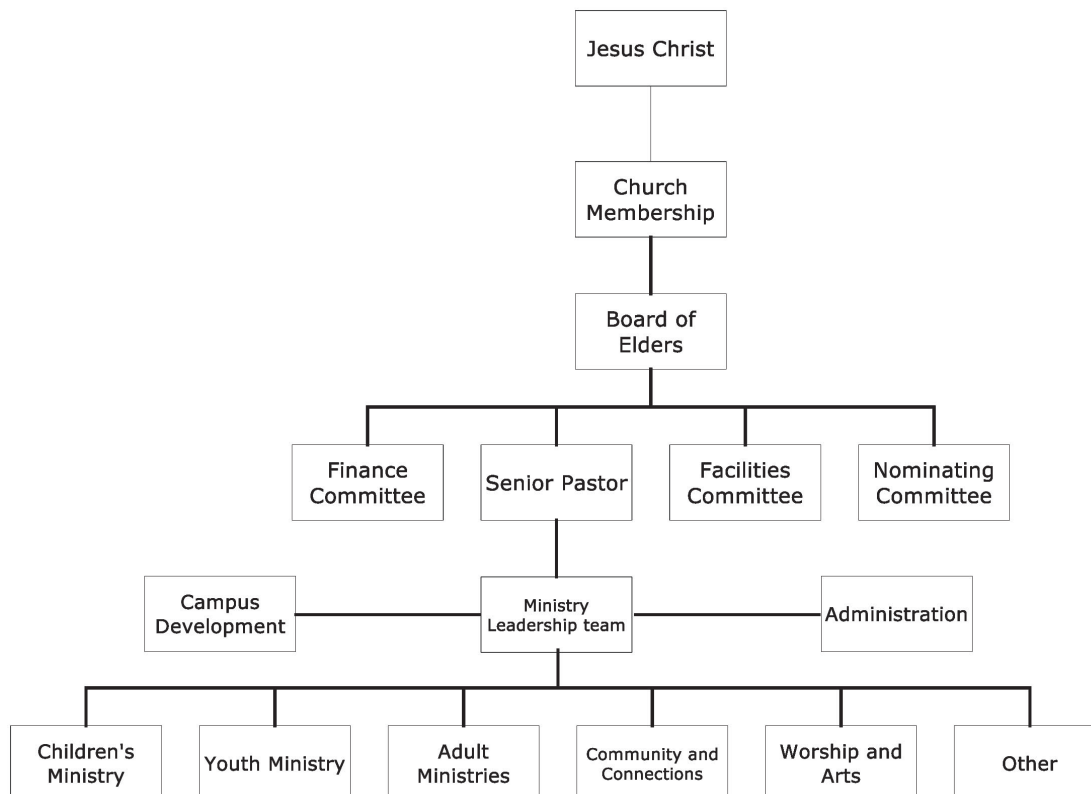
As he followed the members of the task force out of the room, he paused and looked back at the pulpit. *How can this fail?* he mused. *I thought this is what You wanted me to do. How can all of their hard work be voted down? What are we going to do now?*

Pastor Tim shook his head somberly, closed the sanctuary doors, and headed home.

**APPENDIX A:
EXISTING ORGANIZATION CHART OF SPRINGFIELD LAKE COMMUNITY CHURCH**



**APPENDIX B:
PROPOSED ORGANIZATION CHART OF SPRINGFIELD LAKE COMMUNITY CHURCH**



APPENDIX C:
EXCERPTS FROM THE PROPOSED SPRINGFIELD LAKE COMMUNITY CHURCH CONSTITUTION

ARTICLE VIII - BOARD OF ELDERS

8.01 Purpose of the Board

The Board shall be the spiritual guardians of the church and be responsible for the spiritual development of the church, according to the teachings of Scripture, the Statement of Faith, Church Covenant and the By-laws. The Board shall be responsible for assuring the management of the activities of the church on behalf of the Members. All members of the Board shall meet the qualifications for Elders.

8.02 General Responsibilities of the Board

The Board shall administer the affairs of the church. It shall make or cause to be made for the Church; in its name, any kind of contract which the Church may lawfully enter into and save as herein provided. The Board shall exercise such other powers and do such other acts and things as the Church is otherwise authorized to exercise and do. The Board is the chief acting board of the Church through which the operations of the Church are coordinated.

- (a) They will provide guidance to the Senior Pastor in the spiritual oversight and the administration of the total ministry of the church.
- (b) They will approve the hiring and dismissal of pastors and staff according to Article IX.
- (c) They will approve applications for or removals from membership in accordance with Articles 6.02 and 6.03.
- (d) They will assure scriptural administration of the ordinances of the church (i.e., communion, baptism).
- (e) They will approve objectives, budgetary and financial plans and policies and programs.
- (f) They will assure the ministry conforms to the teaching of Scriptures, the Statement of Faith, the By-laws and the stated purpose of the church.
- (g) The Board shall be responsible for the assignment of specific and/or general responsibilities of pastoral staff, church officers, committee members, and other personnel of Springfield Lake Community Church.
- (h) The Board shall take such steps as it shall deem requisite to enable the Church to acquire, accept, solicit or receive legacies, gifts, grants, settlements, bequests, endowments and donations of any kind whatsoever for the purpose of furthering the objectives of the Church.
- (i) The Board may accept on behalf of the Church any contribution, gift, bequest or device for the general purposes or for any special purpose of the Church.
- (j) The Board constitutes the "Trustees of Springfield Lake Community Church" as per the requirements of the 1906... Act entitled "Union of Baptist and Free

Baptist Churches...."

- (k) The Board, committees and each ministry team are responsible for the development and implementation of policy and procedures within their areas of ministry. These policies and procedures, along with other documents, such as church procedures, business papers, and financial records, are to be filed and made available to any Member of the congregation upon request to the Board. All church policies and procedures are to be approved by the Elders Board.
- (l) The Board shall oversee the strategic and long range plans of the ministry. The Elders shall oversee a strategic and operational review of each ministry area to review goals, assess performance, and evaluate resource and ministry effectiveness and assure programs are consistently aligned with church objectives.

8.04 Qualifications of Board members

An individual who may be considered, as a board member shall:

- (a) be a professing Christian and follower of Jesus Christ, being in agreement with our Statement of Faith be a Member in good standing of Springfield Lake Community Church, honouring the church covenant;
- (b) strive to serve as a model of Christian faith and servant leadership;
- (c) be supportive of the Church's mission, direction and ministry style;
- (d) be a faithful contributor as a steward of time and resources;
- (e) consent to an annual internal review of performance of roles and contributions as a Board member, to the Board;
- (f) meet the spiritual qualifications of a Board member.

8.05 Selection and Tenure

The Members of the Church according to Article 8.06 shall elect board members. The Board members will be elected for a three-year term, subject to an annual internal review by the Board, with approximately one-third of the terms expiring each year. A Board member is eligible to serve two consecutive three-year terms after which the board member will be ineligible to serve on the Board for a minimum of one year.

8.06 Elder nomination and election

Nomination of the first Elders:

- (i) The nomination of the first elders will be completed by the First Nominating Committee as established in Article 10.05.
- (ii) The committee will invite church Members to suggest names of potential candidates whom they consider to satisfy the requirements for serving on the Board.

- (iii) The committee will review, research, and interview (if deemed necessary) any potential nominees to make certain that they are willing to let their name be considered for service on the Board and are qualified as per Article 8.04.
- (iv) The committee will post the names of the eight (8) nominees a minimum of two (2) weeks prior to the Meeting of Members where they will be voted on for approval.
- (v) The nominees for the Board of Elders will be presented to the church body for approval by a majority vote. Each nominee will be voted upon individually.
- (vi) Should any nominee for the Board of Elders fail to be elected at this time, the newly appointed Board of Elders shall follow the guidelines outlined in Article 8.09.

(a) Elder Nominations

- (i) Each year the existing members of the Board will determine any positions to be filled for the coming year. New members for the Board of Elders are to be nominated by the present Board of Elders.
- (ii) The Elders will invite church Members to suggest names of potential candidates whom they consider to satisfy the requirements for serving on the Board.
- (iii) The Elders will review, research, and interview (if deemed necessary) any potential nominees to make certain that they are willing to let their name be considered for service on the Board and are qualified as per Article 8.04.
- (iv) The Board of Elders will post the name(s) of nominees a minimum of two (2) weeks prior to the Annual Operation Meeting.
- (v) The nominees for the Board of Elders will be presented to the church body for approval by a majority vote. Each nominee will be voted upon individually.
- (vi) Should any nominee for the Board of Elders fail to be elected at this time, the newly appointed Board of Elders shall follow the guidelines outlined in Article 8.09.

8.11 Meetings of Board following Annual Operations Meeting

Within one week following the Annual Operations Meeting of Members, the Board shall hold a meeting for the purposes of:

- (a) the appointment of the Deacons Committee;
- (b) the appointment of the Officers of the Church;
- (c) the appointment of a Board member to serve on each of the Facilities, Finance and Nomination Committees;
- (d) the transaction of other business as may be needed.

The Officers who have been serving will continue to do so until the new officers are appointed.

8.13 Quorum

No less than five (5) Board members at any time shall constitute a quorum for the transaction of business.

8.16 Voting of Board

Questions arising at any Board meeting shall be decided by a majority of votes cast. Each Board member, excluding the Chair is authorized to exercise one (1) vote on all questions. Only in the event of a tie does the chair vote. All votes at any such meeting shall be taken by ballot if so requested by any Board member present, but if no request be made, the vote shall be taken in the usual way by assent or dissent.

A declaration by the chairperson of the meeting that a resolution has been carried or not carried and an entry to that effect in the minutes shall be admissible in evidence as prima facie proof of the fact, without proof of the number or proportion of the votes recorded in favor of or against such resolution.

8.19 Remuneration

- (a) The Board members shall receive no compensation, either directly or indirectly for acting as such, and shall not receive, either directly or indirectly, any profit from their position as such;
- (b) The Board members shall be paid such reasonable sums in respect of their out-of-pocket expenses incurred or otherwise in respect of the performance by them of their duties, as the Board may from time to time determine, in accordance with standard expense submissions.

8.20 Officers of the Church

All officers of the church shall be members of the Board of Elders. The officers will be:

- (a) Senior Pastor
 - (i) shall provide visionary leadership to the Executive and the Board;
 - (ii) shall see that the Executive and the Board are focused on the mission and purposes of the church;
 - (iii) shall seek to promote an atmosphere of moving forward following the biblical guidelines of love, acceptance and forgiveness.
- (b) Chair of the Board
 - (i) shall if present preside at all meetings of the Board;
 - (ii) shall be responsible for leading the Board in the general and active management of the ministry and operations of the Church;
 - (iii) shall be a non-voting member of all committees;
 - (iv) shall perform such other duties as may be determined by the Board.
- (c) Vice-Chair of the Board
 - (i) shall act as chair in the absence of the Chair;
 - (ii) shall perform such other duties as may be determined by the Board.

- (d) Treasurer
- (i) shall be responsible for the establishment and maintenance of appropriate financial controls, preparation of accurate financial records and regular financial reporting to the Board, the church Members and the applicable regulatory authorities;
 - (ii) shall perform such other duties as may be determined by the Board.
- (e) Secretary
- (i) shall be responsible for the recording of all resolutions, and minutes of the Board;
 - (ii) as Church Clerk, shall be responsible for the recording of all resolutions, and minutes of the duly-called business meetings of the church;
 - (iii) shall have custody of the Church's books, papers, and records of membership;
 - (iv) shall perform such other duties as may be determined by the Board.
- (f) Appointed Chair – In the event of the absence of the chair and the vice chair, the board members present shall appoint a chair.

8.21 Executive Committee of the Board

- (a) The Board may appoint an Executive Committee of not less than three (3) Board members including the Senior Pastor and the Board Chair.
- (b) The Executive Committee shall exercise such powers, and carry out such duties as are authorized by the Board;
- (c) Any member of the Executive Committee may be removed by majority vote of the Board, which may generally change the composition of such committee.

mining the direction of the church's programs, development, etc. Deacons are elected by the church membership.

- ⁴ A church board of management is typically responsible for the oversight of the organization's assets and bears responsibility for all legal obligations of the church. Board members are elected by the church membership.
- ⁵ The United Baptist Convention of the Atlantic Provinces became the Convention of Atlantic Baptist Churches (CABC) in 2003. Originating in 1905, the convention comprises more than 500 churches located in the four Atlantic Provinces with a combined membership of more than 60,000.
- ⁶ From the Constitution of Springfield Lake Community Church, Article VIII Officers and Boards (revised February 26, 2004).
- ⁷ Not a functioning committee at the time of the case.
- ⁸ Not a functioning committee at the time of the case.
- ⁹ Interestingly, the library had originally fallen under the oversight of the Christian Education Committee. With the appointment of two Christian Education Co-directors, new lines of responsibility within the Committee were established resulting in the exclusion of the library, effectively leaving it unmanaged.
- ¹⁰ The office of elder originates in the Biblical New Testament and is distinguished from the office of Deacon in that Deacons' responsibilities are described as being more service oriented while Elders' responsibilities are described as being focused more on spiritual oversight and leadership of the church.

ENDNOTES

- ¹ The authors gratefully acknowledge the cooperation of the Board of Elders of Springfield Lake Community Church in the preparation of this case. The authors would also like to express their indebtedness to students Joy Laughlin, Angeline Quek, and Jeff Vass for their invaluable contributions to the preparation of this case.
- ² Information for this case was derived from interviews with parties involved and information provided by the church. Some data has been changed or distorted for confidentiality purposes.
- ³ The office of deacon is present in most Christian denominations, although its roles and responsibilities vary. In many churches of the Baptist denomination (to which Springfield Lake Community Church belongs) a Board of Deacons is responsible for most of the pastoral activities of the church, as well as deter-

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